



# Annual Report 2017

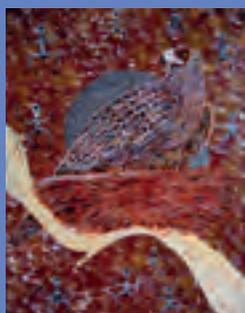


THE UNIVERSITY OF  
MELBOURNE

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Front cover: *'Eagle nest', 2011, acrylic on canvas*

by Wurundjeri/Yorta Yorta artist and researcher, Ashley Kerr-Firebrace, is an intricate depiction of Wurundjeri creator Bunjill (the eagle) standing strong in the nest and supported by country, culture and people. The University of Melbourne stands on the land of the Wurundjeri people of the Kulin Nations. Ashley is the son of Wurundjeri Elder, Aunty Diane Kerr, who was born in Carlton, lives on Country and performs the Wominjeka (Welcome) to Country at University of Melbourne events and ceremonies.



The Hon. Gayle Tierney MLC  
Minister for Training and Skills  
Level 1, 2 Treasury Place  
East Melbourne Vic 3002

16 March 2018



Dear Minister

In accordance with the requirements of regulations and financial reporting directions under the Financial Management Act 1994, I am pleased to submit for your information and presentation to Parliament the Annual Report of the University of Melbourne for the year ending 31 December 2017.

The University of Melbourne Council endorsed the Annual Report at its meeting on Wednesday 14 March. 2017 was a successful year for the University. Student demand remained strong at both undergraduate and postgraduate levels. Academic and professional staff performed at a high level.

The University's research activity has maintained its impressive national and international profile. This is reflected in international university rankings, success in attracting research funding, and many awards and honours recognising the contributions of our academic staff.

The University is embarking on a significant program of infrastructure development that will support the future of teaching and learning, innovation, and research. Transformative precinct projects, such as the New Student Precinct and the Engineering 2025 Program, will set the benchmark for future generations of students and researchers. The Parkville campus will be home to a new innovation precinct on the former Royal Women's Hospital site, and a second campus for Engineering will be established at Fishermans Bend to support our industry-engaged research.

In 2017 the University hosted the first Global Universities Engagement Summit, and the first cohort was inducted into the Atlantic Fellows for Social Equity program. The Science Gallery Melbourne launched its first exhibition, *Blood: Attract and Repel*, as planning commences to establish the gallery as a distinctive public presence in the innovation precinct.

The University continued to make good progress towards reaching its target of raising \$1 billion in philanthropic donations and deepening its relationships with alumni worldwide.

The University of Melbourne Council is committed to leading the institution as it carries out Growing Esteem 2015–2020, the University's strategy for being one of the finest universities in the world.

Yours sincerely

Allan J Myers AC QC  
Chancellor





The 2017 Annual Report of the University of Melbourne highlights a number of successes achieved by students, academic and professional staff members and the scholarly community. These achievements both reflect and advance the goals of the University's strategic plan *Growing Esteem 2015 – 2020*, which focus on scholarship, service, research impact, opportunity, student satisfaction and recruitment, teaching, engagement, sustainability, rankings and connection.

In 2017 the University celebrated the 10th year of our 'Melbourne Model'. This distinctive Melbourne curriculum continued to attract welcome levels of national and international student attention. Internationally, 36 per cent of the University's 2017 student population came from overseas, while 55 per cent of the student population was enrolled in postgraduate courses. Responding to the 'disruption' of spreading digital technologies, the University expanded to 27 the number of wholly online graduate level award courses. Simultaneously, we continued vigorous work to enhance the traditional student experience through major investment in new learning spaces and extensive campus developments. The University's leadership also worked closely with student leaders to conduct a highly visible 'Respect' campaign to promote a safe and welcoming campus environment.

The University's research community also achieved significant results in 2017, reflected in the continuing 'number one' ranking for Australia and, according to the Shanghai Jiao-tong Academic Ranking of World Universities, number 39 internationally. Research income earned for the year was \$475 million. This compared with a year's income research figure of \$374 five years earlier. The 2017 research income figure included \$171 million in grants from the National Health and Medical Research Council and Australian Research Council. The number of highly cited researchers at the University rose to 20. Meanwhile we maintained our focus on building research partnerships at local, state, national and international levels.

The University's engagement work also flourished in 2017. Highlights included commencement of the Atlantic Fellows for Social Equity program, arts sector programs including the University's partnering with the National Gallery of Victoria to support the highly successful *Van Gogh and the Seasons* exhibition, and the first Science Gallery Melbourne exhibition, *Blood: Repel and Attract*. The University's partnerships with Indigenous communities were advanced, with two highlights being the Dungala Kaiela Oration in Shepparton and the Narm Oration at Parkville. A significant industry partnership was forged with the creation of BioCurate, a joint venture between the University of Melbourne, Monash University and the Government of Victoria.

The University's entrenched its commitment to principles of environmental and social sustainability through publication of its Sustainability Plan. The University's philanthropy campaign *Believe: the Campaign for the University of Melbourne* attracted many generous donations and a high level of alumni participation, with 385 094 people engaged by the end of 2017.

Finally in 2017, a competitive and successful global search led to the appointment of the University's next Vice-Chancellor, Professor Duncan Maskell of Cambridge University. It has been my pleasure to serve the University in this capacity since 2005, and I look forward to Melbourne continuing to flourish under the leadership of its next Vice-Chancellor.

A handwritten signature in blue ink, appearing to read 'Glyn Davis', written over a light blue background.

**Professor Glyn Davis AC**  
Vice-Chancellor

Consistently **ranked among the top 40** universities globally

Known for **service to the nation**, recognising the responsibilities that follow national higher education leadership

Known for **research and impact**, underpinned by a comprehensive and world-leading discipline base

**Providing opportunities** for students from all cultures and all backgrounds to successfully participate in the educational, cultural and social life of the University

Achieving **student satisfaction** and graduate outcomes comparable to the best universities in the world

# The Melbourne Vision

The University of Melbourne is committed to being one of the finest universities in the world, contributing to society in ways that enrich and transform our lives. We measure our success by the 10 goals articulated in the University's strategic plan *Growing Esteem 2015-2020*.

The **Australian university of choice** for the most talented students and scholars worldwide

Renowned for delivering learning and teaching programs that transform talented students into **thoughtful and accomplished graduates**

**Fully engaged** in the life, culture and aspirations of Melbourne and the regions we serve

Recognised as a **leader in embedding sustainability** in all aspects of the University's operations, teaching and learning, research and engagement

Deeply **connected** with business, government and community, with our precincts a key means of engaging with partners to leverage research and teaching strengths

# Our past, present and future

## A tradition of excellence

For over 160 years, the University of Melbourne has been sharing knowledge and cultivating the brightest minds. Today, we are Australia's best and one of the world's finest universities.

### PAST: LAYING A FOUNDATION FOR EXCELLENCE

*The University of Melbourne was proclaimed by the newly formed Parliament of Victoria in 1853 and its foundation stone laid in July 1854. We have been synonymous with Melbourne's intellectual growth and global reputation ever since.*

#### Designing a crest that's stood the test of time

One of the first responsibilities of our University Council was selecting a design for the seal to authenticate documents, a choice still evident in the University of Melbourne's logo today.

The design featured the figure of Victory. The Angel, as she soon became affectionately known, stands to this day above the motto *Postera Crescam Laude*. Taken from a poem by Horace written around 23 BCE, our motto encapsulates our aspiration to 'grow in the esteem of future generations'.



MRS BELLA GUERIN, FIRST LADY GRADUATE OF THE MELBOURNE UNIVERSITY.

| Julia Margaret 'Bella' Guerin, feminist, political activist and teacher, was the first woman to graduate from an Australian university when she gained her Bachelor of Arts from the University of Melbourne in December 1883, becoming a Master of Arts upon application in 1885.

#### Constantly evolving according to need and purpose

When teaching began in 1855, the University of Melbourne had four professors and just 16 students. In 1857 the University introduced law, with medicine and engineering established in the early 1860s. As the University developed, it erected new buildings beyond the original Quadrangle: for medicine in 1862 and 1884, natural philosophy in 1882, biology in 1890, engineering in 1904 and music in 1909, as well as a Natural History Museum in 1862 and Wilson Hall in 1882.

#### Welcoming women to a once all-male bastion

In 1880 the University of Melbourne admitted women for the first time.

Australia's first female graduate, Bella Guerin, graduated with a Bachelor of Arts in 1883. Australia's first registered female medical students also graduated from the University of Melbourne in 1891.

#### Broadening and deepening our discipline offerings

In the early 1900s the University of Melbourne began to offer more professional courses, such as agriculture, dentistry and education, and then commerce. This was followed by agricultural and veterinary science, dentistry and education and then, from 1925, commerce.

During this period the University also developed its research activities, emerging as a leader and becoming, today, one of the largest and most productive research organisations in Australia. A noticeable example of the world-changing projects initiated and developed by the University of Melbourne is the cochlear implant (or Bionic Ear) and now, multi-disciplinary and collaborative research to develop the first Bionic Eye.

#### Increasing accessibility

After World War II demand for higher education grew rapidly. During this transformative period, the University evolved from a small, closed institution to a higher education beacon, drawing the brightest students and providing an ever-increasing and changing range of courses.

#### Broadening offerings and enhancing reputation through amalgamation

In the 1980s and 1990s the University amalgamated with tertiary colleges – including the Melbourne College of Advanced Education and Victorian College of the Arts – to enhance our reputation as a broad-based teaching and research institution.

### PRESENT: RECOGNISED AS AUSTRALIA'S BEST

#### Introducing an audacious new curriculum

In 2008 the introduction of the Melbourne Model marked another historic transformation of the University of Melbourne.

This innovative approach drew on the Bologna Model and United States practices to deliver broad undergraduate programs, smaller class sizes, team-based learning and a unique university experience.



| Indigenous academic staff led the academic procession to hear June Oscar AO deliver the 2017 Narrm Oration to a packed audience in the Kathleen Fitzpatrick Theatre on the Parkville campus in November

**Our university is a place where unexpected encounters between ideas, people and disciplines lead to important new solutions and fascinating discoveries.**  
**A place where great minds become great contributors.**

### **Committed to reconciliation**

The University of Melbourne is committed to closing the gap in education and health outcomes for Indigenous Australians, developing Indigenous initiatives and programs at both the institutional and faculty level.

We demonstrate this commitment by using the expertise and resources of our teaching, learning, research and engagement to make a sustained contribution to improving the lives of Indigenous Australians.

In 1959 Margaret Williams-Weir completed a Diploma in Physical Education at the University of Melbourne. A member of the Malera/Bandjalang people of northern New South Wales, Dr Williams-Weir was the first recorded Aboriginal person to enrol in a university course in Australia, the first Aboriginal graduate of the University of Melbourne and the first Aboriginal graduate of any Australian university.

### **Working towards a sustainable world, starting at home**

The University of Melbourne is committed to ensuring the sustainability of the University from multifaceted perspectives – organisational, financial, social and environmental.

Our Sustainability Plan, published in 2017, embraces – and goes beyond – a commitment to carefully consider our physical environment. It serves as an organising principle for decisions about the future of our University.

The University's institutional vision, composition and contribution are shaped not only by our internal perspectives, but by the expectations and aspirations of the communities in which we work and live.



### **FUTURE: AN EMERGING WORLD LEADER**

#### **Shared vision**

The University of Melbourne is united by a clear, shared vision for the future and bound by a commitment to strategic development in learning, research and engagement.

#### **Excellence in teaching and learning**

Providing innovative, student-centred learning, the University of Melbourne is committed to fulfilling the potential of students from around the world, and supporting them in making profound contributions to society.

#### **Research with impact**

Fostering encounters between ideas, people and disciplines that lead to important and fascinating discoveries, the University of Melbourne is committed to undertaking research that is innovative and inspiring, and addresses the world's major social, economic and environmental challenges.

#### **Engaging with our communities**

Extending out to the wider public, industry and communities, the University of Melbourne is committed to connecting learning and research work with communities – in our neighbourhood, within the State of Victoria, across Australia and internationally – to achieve our academic aspirations and create economic, social and cultural value.

# 2017 timeline

2017 was an eventful year for the University. From the time we hit the streets in January at the Midsumma Pride March, to the naming of a new Vice-Chancellor in October, and the exciting launch of a new campus at Fishermans Bend at year's end, the University continued to build on its past as a leading research and learning institution on the global stage, focused on the future and committed to excellence in all our endeavours.

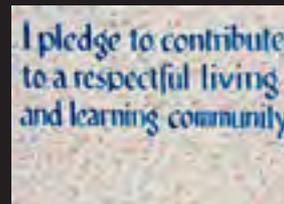


## JANUARY Midsumma Pride March

In acknowledgement and celebration of the University's diverse population, Vice-Chancellor Glyn Davis and Provost Margaret Sheil led staff and students at the Midsumma Pride March on Sunday 29 January.

## MARCH Wominjeka

At the beginning of the academic year, Wurundjeri elder Aunty Diane Kerr formally welcomed University staff and students to campus. The University's annual Wominjeka gives us pause to acknowledge the Wurundjeri people and their Elders, past and present, upon whose land we study and work.



## MAY Respect Week

For the second year running, the University came together to celebrate Respect Week and show our commitment to a safe and inclusive community. This year thousands of staff, students and visitors signed their pledge to embrace diversity and reject all forms of assault, harassment, discrimination and bullying.

## FEBRUARY BioCurate Pty Ltd

The University of Melbourne with support from the Victorian State Government, joined Monash University to form BioCurate. This leading-edge venture catalyst will unlock combined exceptional biomedical research strengths in Melbourne, enabling significant new discoveries to be translated more rapidly into new medicines.



## APRIL Atlantic Fellows for Social Equity

The University appointed Jason Glanville, Wiradjuri man from southwestern New South Wales and former inaugural CEO of the National Centre of Indigenous Excellence, as foundation Program Director for the Atlantic Fellows for Social Equity. The Atlantic Fellows tackle the broader issues of social inequality and explore how parity can be achieved for all people, regardless of cultural background, race, gender, health or financial status.

## JUNE Peter McMullin Centre on Statelessness

The Melbourne Law School announced establishment of the world's only academic centre devoted to the problem of statelessness at its 160th anniversary dinner on Thursday 20 June. Thanks to the generosity of University of Melbourne alumni Peter and Ruth McMullin, the Centre will provide research and expertise to support efforts in lobbying governments around the world to better protect stateless people and, in time, end the problem altogether.



**JULY**  
**Renewing Old Quad**

Works commenced to restore the north wings and return areas of the east wings of the Old Quad to their original 1850s design, reaffirming Old Quad's place as the key cultural, civic, engagement and ceremonial heart of the University.

**SEPTEMBER**  
**Graduate employability**

In September, the 2018 QS Graduate Employability Rankings placed the University of Melbourne in the top ten best universities in the world for employability outcomes for its graduates. Now sitting seventh in the world, the University moved up from 11th the previous year.



**NOVEMBER**  
**Parkville station**

Works commenced on the Parkville Metro Tunnel station. Built below Grattan Street between Royal Parade and Leicester Street, the new station will have four entrances with direct access to the University and other facilities in the world-renowned Melbourne Biomedical Precinct.

**AUGUST**  
**Open Day**

On Sunday 20 August, over 45 000 people streamed on to the Parkville and Southbank campuses to learn about the tangible benefits offered by the Melbourne Model. Balancing depth of enquiry into a student's core undergraduate program, the University's distinct curriculum gives students the opportunity to explore a wide range of academic interests and career pathways, without the pressure to commit to a vocational track straight out of school.



**OCTOBER**  
**New VC announced**

Chancellor Allan Myers announced the appointment of Professor Duncan Maskell as the University's next Vice-Chancellor. Commencing in October 2018, Professor Maskell is currently Senior Pro Vice-Chancellor (Planning and Resources) at the University of Cambridge.



**DECEMBER**  
**Fishermans Bend urban renewal**

The University announced construction of a new, seven-hectare campus at Fishermans Bend as part of its almost \$1 billion commitment to create a world-class engineering school for the 21st century.

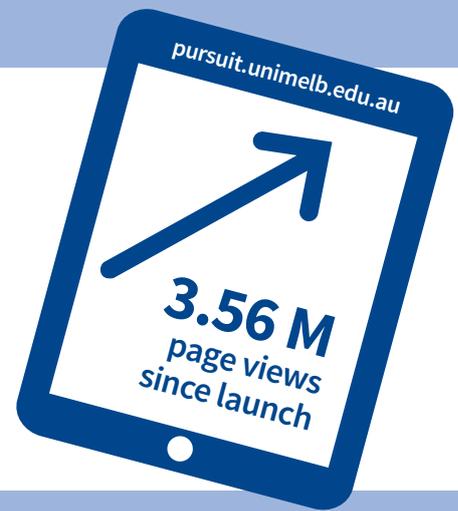
# At a glance

## Pursuit readership<sup>1</sup>

**>1200**  
stories online

**27%**  
visitors return

**30%**  
international readership



## Global rankings



**#1**  
in Australia



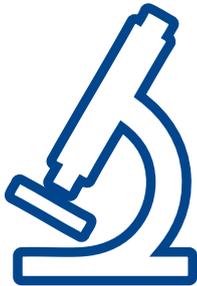
**#32**  
in the world



**#7**  
in graduate employability  
worldwide

Times Higher Education World University Rankings 2018/QS Graduate Employability 2018

## 20 highly cited researchers



Most of any  
Australian  
university

## Believe – the Campaign for the University of Melbourne

**\$117 M**  
raised in 2017

**22 445**  
alumni engaged in 2017

\$746.7 million raised since Campaign launch

## Our campuses

The University of Melbourne consists of eight campuses, including the main campus in Parkville, Southbank in the city, Burnley, Hawthorn, Creswick, Dookie, Shepparton and Werribee.



### Research income<sup>2</sup>



**\$475 M**

### Grants

**\$171 M**

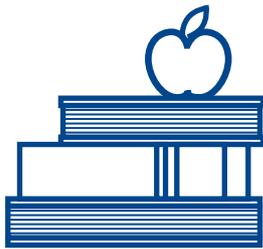
in NHMRC and ARC grants

### Academically-strong students from around the world



**36% international students<sup>3</sup> from over 130 nations**

### Student excellence



**Highest median ATAR in Victoria 6 years running**

### Student satisfaction

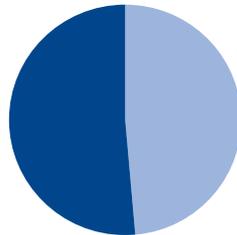


**First among Go8 for student satisfaction with teaching**

Source: qilt.edu.au

### 50 270 equivalent full-time students<sup>2</sup>

**51.5% u/grad**



**48.5% grad**

### Leadership in environmental sustainability



**6-star rating for our Green Star Communities project for the Parkville campus**

<sup>1</sup> Readership statistics as at 31 December 2017

<sup>2</sup> Student population exceeded 65 000 with 55% enrolled in postgraduate courses and 45% in undergraduate courses

<sup>3</sup> 36% international students based on student population/headcount



Parkville



Southbank



Burnley



Hawthorn



Werribee



Creswick



Shepparton



Dookie

# Five-year statistics

## Teaching and learning

The University of Melbourne continued to appeal to key student markets and has demonstrated annual growth for the past five years. Enrolments increased by 2200 equivalent full-time student load in 2017 compared to the previous year, and postgraduate coursework EFTSL is at the highest level since the introduction of the Melbourne Model. The University continues to attract top performing students from diverse backgrounds. Aboriginal and Torres Strait Islander enrolments have increased, female students comprise 56 per cent of the student population and international student enrolments also improved.

## Research performance

In 2017 the University of Melbourne maintained its position as the leading Australian research-intensive university. A notable improvement in key research performance indicators continued, with strong increases in research income, number of publications and completions since 2013. In addition, the University's reputation and international standing remains strong, demonstrated by the excellent 2017 performance in international rankings (see page 8).

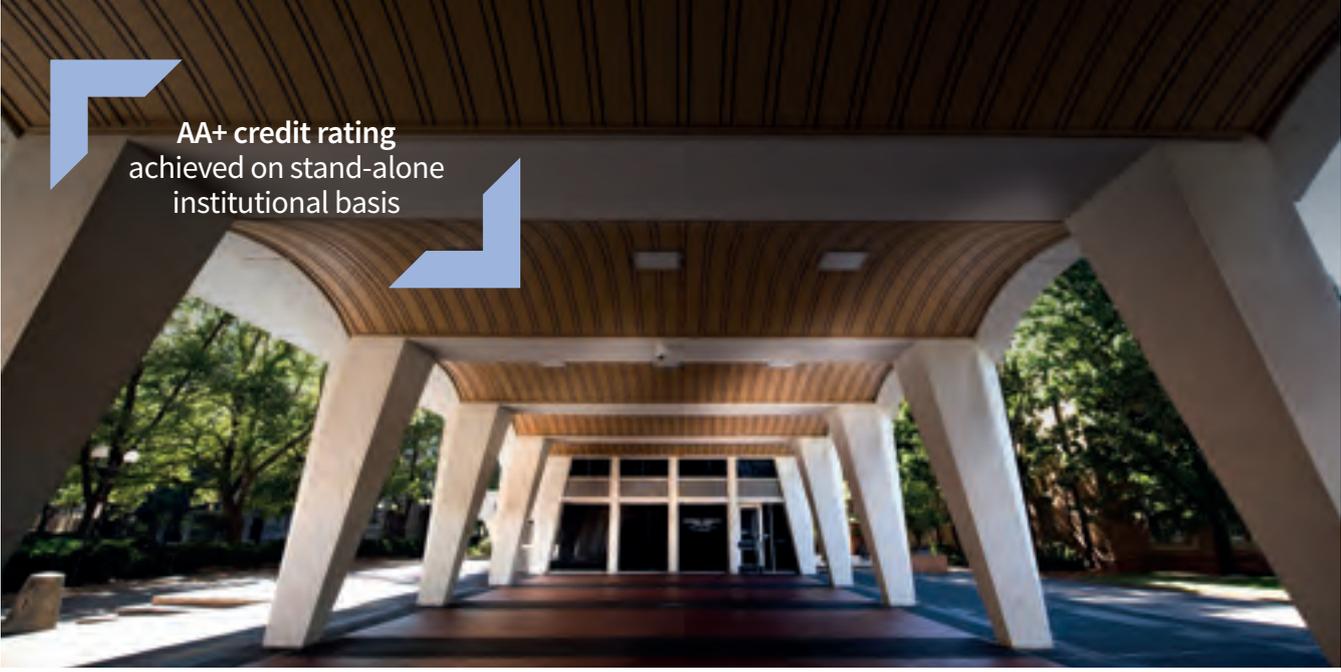
## Staff

*People Strategy 2015–2020* recognises that the University's continued success depends on supporting our people to lead, manage and thrive in a constantly changing and evolving environment. We continued to invest in teaching and research, leading to an increase in academic staff, and improved female academic staff representation of 48 per cent. In line with the aspirations of our second Reconciliation Action Plan to reach population parity in Aboriginal and Torres Strait Islander numbers, there has been a continual growth in Indigenous staff numbers over the last five years, with a 10 per cent increase from 2016.

## Financial performance

The 2017 overall/accounting result was \$223 million, \$61 million higher than the previous year. The increase from the previous year is due to higher investment earnings, gain on sale of a University property and several large philanthropic donations received during the year.

For the year ended 31 December 2017, the University recorded a small underlying operating surplus of \$26 million, representing a modest underlying operating margin of 1.1 per cent of underlying income. Operating in such a low margin environment requires careful financial management but is commensurate with the University's not for profit status and its commitment to invest all of its earnings for the benefit of its academic mission.



AA+ credit rating  
achieved on stand-alone  
institutional basis

	2013	2014	2015	2016	2017
<b>Median ATAR <sup>1</sup></b>					
	94.30	94.25	93.80	93.60	93.65
<b>Student Enrolments (EFTSL) <sup>2</sup></b>					
Total Load	40,445	42,637	45,431	48,088	50,270
Research Higher Degree	3,316	3,489	3,608	3,577	3,531
Postgraduate Coursework	14,984	17,208	18,430	19,751	20,856
Undergraduate	22,145	21,941	23,394	24,760	25,883
% Female Enrolment	54.68%	54.7%	54.99%	55.65%	56.19%
International Load	11,705	13,200	15,211	17,567	19,995
% International Students	28.9%	31.0%	33.5%	36.5%	39.8%
Total Indigenous Student Enrolments	207	230	270	288	342
Commonwealth Supported Places (including RTS)	24,105	24,230	24,779	25,021	24,866
<b>Award Completions <sup>2</sup></b>					
Research Higher Degree (excluding Higher Doc)	744	720	765	901	827
Postgraduate Coursework	8,266	9,545	10,298	11,050	11,428
Undergraduate	7,822	7,193	7,092	7,313	7,915
Total	16,832	17,458	18,155	19,264	20,170
<b>Staff (FTE) <sup>3 and 4</sup></b>					
Academic	3,902	3,892	4,029	4,210	4,429
Professional	4,023	4,000	3,841	3,979	4,110
Total	7,925	7,892	7,870	8,189	8,539
<b>% Male/Female Staff (FTE)</b>					
F — Academic Staff	46%	46%	47%	47%	48%
	M	54%	54%	53%	52%
F — Professional Staff	64%	64%	65%	64%	65%
	M	36%	36%	35%	36%
<b>Research Performance Indicators <sup>2</sup></b>					
Research Income (\$million) <sup>7</sup>	374	412	396	445	475
Research Publications (HERDC score) <sup>8</sup>	5,150	5,118	4,370	4,767	5,411
Research Load (EFTSL)	3,316	3,489	3,608	3,577	3,531
Research Completions (excluding Higher Doc)	744	720	765	901	827
<b>Financials (\$million) <sup>5</sup></b>					
Total Underlying Operating Income	1,751	1,892	1,977	2,150	2,274
Total Underlying Operating Expenditure	1,744	1,886	1,940	2,084	2,248
Underlying Operating Result <sup>6</sup>	7	6	38	66	26
Underlying Operating Margin (%)	0.4%	0.3%	1.9%	3.1%	1.1%

1. Median ATAR for enrolled students, based on both Commonwealth Supported Place and international onshore Year 12 students
2. 2017 student enrolments, award completions and research performance indicators are estimates
3. Staff FTE includes continuing, fixed-term and casual staff

4. Employees correctly included in workforce data collections
5. Amounts represent University financial results excluding subsidiaries
6. Underlying operating result represents the University's accounting surplus less net discretionary financing income and expenditure, infrastructure grants and endowment philanthropic income
7. 2017 unconfirmed figures

8. While the University continues to collect data on publications, its removal from the Higher Education Research Data Collection and Research Block Grants allocation formulae likely impacts quality of data captured through the University's publication system. It is expected that the breadth of the publication collection will increase as the University prepares for the ERA 2018 submission

# Growing Esteem

## Overarching strategy guiding our path

As one of the world's leading universities, the University of Melbourne  
aspires to build on distinguished traditions to create an innovative future.

*Growing Esteem*, the University of Melbourne's overarching strategy, was launched in 2005. It envisaged that by 2015, the University would be the nation's leading university, with research of global impact, a distinctive and graduate-focused teaching profile and a much-strengthened sense of connection to its many communities. This initial phase of *Growing Esteem* focused on learning and teaching, and resulted in the innovative Melbourne Model.

*Growing Esteem 2010* aimed higher, with the University aspiring to be counted as one of the finest universities in the world. We developed a new research strategy emphasising the importance of engagement in enriching research and teaching. This stage of *Growing Esteem* refocused our approach to research and guided the development of precincts and industry partnerships.

*Growing Esteem 2015–2020* seeks to fully realise the vision articulated in 2005. We're embedding sustainability principles in our work, and setting higher benchmarks for learning, teaching, the student experience and globally recognised research. In this most recent iteration, engagement takes a central role, as we re-emphasise the value of our connections to community and society.

| 'Winged Victory' has appeared in various guises throughout the University of Melbourne's history. First used in 1854, and thereafter known affectionately as 'the Angel', it was adopted by University Council with a motto from Horace – *Postera Crescam Laude*: 'to grow in the esteem of future generations'.



*Growing Esteem*  
2015–2020  
is the most recent  
articulation of our  
plans to achieve our  
strategic goals

# Chapters in brief

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## Teaching and Learning and the Student Experience

In its tenth anniversary year, the Melbourne Model continues to attract students and realise the objectives first outlined in 2007

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Teaching, learning and assessment enhanced through new curriculum design and digital innovation

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Confirming the University's commitment to a safe and inclusive community; addressing historic and preventing future sexual assault and sexual harassment on campus as part of national campaign coordinated by Universities Australia

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Broadening access, helping alleviate disadvantage and supporting diversity through a range of programs

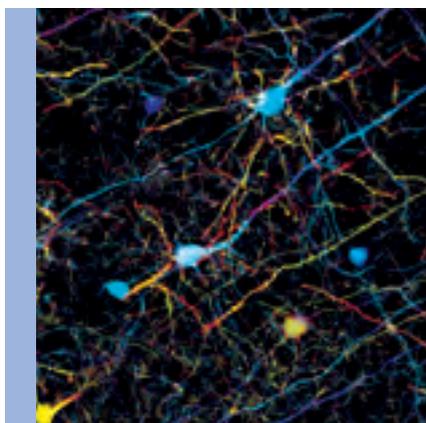
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Investing in new world-class learning spaces and enhancing the student experience through extensive on-campus development in a precinct-wide approach

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Improving career programs, with a range of enhanced and new mentoring programs

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## Research

Combating key challenges of our time through the work of highly cited and emerging researchers, success in competitive funding, and new and existing centres of excellence

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Extending scale and intensifying focus of research beyond academia, with achievements recognised in international rankings

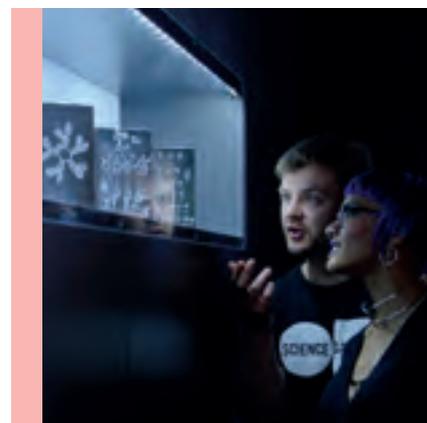
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Importance of research collaboration and partnerships – local, state-wide, national and global

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Investing in the future through support of graduate researchers

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## Engagement

Leading and influencing public engagement, policy development and new and innovative programs

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Contributing to and celebrating Melbourne's cultural life in partnership with Victoria's leading arts institutions

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International award-winning campaigns showcase Melbourne Model graduates and curriculum innovation

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Programs to improve Indigenous student and staff outcomes anchored in the University's Reconciliation Action Plan and enacted through a range of engagement programs

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Partnering with industry to translate world-changing research and realise the production of new life-saving drugs and medication

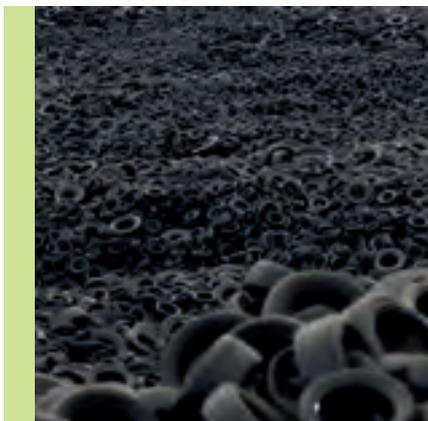
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New international engagement strategy guides and strengthens bilateral agreements and programs

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Continuing the University's philanthropic impact through the range of alumni programs and ongoing success of *Believe – the Campaign for the University of Melbourne* in supporting student activities and academic endeavours

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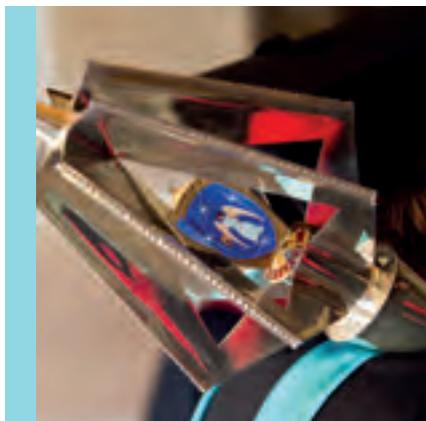


## Sustainability

Supporting the endeavours of staff – professional and academic – across the organisation, through a range of employment initiatives to develop capability and promote diversity  
**Page 65**

Financial sustainability and resilience is a strategic priority with success dependant on the ability to diversify revenue, manage costs, allocate resources strategically and leverage financial strength  
**Page 69**

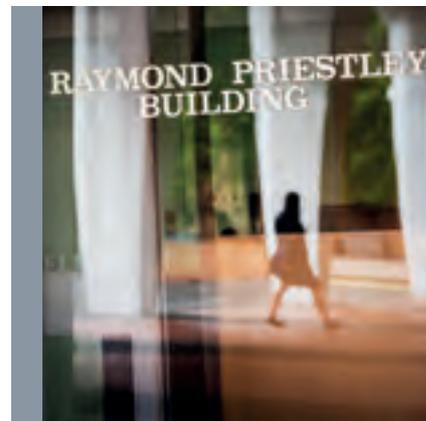
The University's environmental programs have been developed and rolled out across campuses, attracting the involvement of staff and students at every level and achieving impressive advancements towards carbon neutrality, water and energy savings, and waste reduction  
**Page 70**



## University governance

Council members, meeting attendance  
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Academic governance; governance structure; senior leadership; faculties, schools and academic units  
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## Statutory reporting

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National competition policy and competitive neutrality requirements; compliance with *Education Services for Overseas Student Act 2000*;  
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# Teaching and Learning and the Student Experience

## Highlights

Learning and teaching outcomes were strong in 2017, with national survey responses of student satisfaction with teaching rating us first among the Group of Eight (Go8) universities. Our Career Outcomes Survey showed that, in addition to making important contributions to the workplace and economy, University of Melbourne students also contribute strongly to the nation's social capital, (being eight per cent more likely to volunteer than the average 25–34 year old), and demonstrate entrepreneurial flair (four per cent more likely to be self employed).

## Progress

The University places importance on investment in both physical and virtual learning infrastructure. In 2017 work began on new teaching facilities to support Biosciences at Parkville and Werribee and, in addition, undertook major renovation and revitalisation to existing buildings on the Southbank campus. In response to market demand, *Graduate Online – Melbourne* launched five new programs, with revenue from the online courses growing substantially. During the year we reached one million enrolments in our MOOCs offerings, while the new Melbourne School of Professional and Continuing Education (MSPACE), announced in November, will support faculties and schools, provide graduate online courses and place the University at the forefront of continuing, professional and executive education to support students throughout their working lives.

## Challenges

The University strives to increase diversity among our staff and students, firm in the belief that our classrooms and workplaces are enriched when people with backgrounds as diverse as the wider community gather to teach and learn together. In turn, this enriches the Melbourne experience and creates superior outcomes for all. Access Melbourne is the program we use to engage students from a range of social and economic backgrounds, including Indigenous students, students from regional and rural backgrounds and those with special circumstances and needs. In 2017 the number of students admitted through Access Melbourne increased by 13 per cent.

## Looking ahead

In 2018 the University will expand our scholarships and engagement programs with schools, with further growth in our Indigenous cohort a key focus. In 2017 the University finalised plans for the Flexible Academic Programming Project. Known within the University as FlexAP, the project will create more flexible study options and improve the use of teaching infrastructure, leading to enhanced quality of teaching, learning and assessment.

# High quality teaching and learning

The Melbourne Model places a priority on providing undergraduates with in-depth knowledge of their specialist discipline through international opportunities and a learning experience informed by world-class research across traditional and emerging disciplines. In 2017 the University continued to invest in technology-based teaching and innovative learning solutions for our diverse student cohort.

## The Melbourne Model

### Realising the Melbourne Model through changing student cohorts

In 2017 the University's student population exceeded 65 000, representing 50 270 equivalent full-time students. The faculties of Science, Business and Economics, and Arts have the largest student cohorts among our academic divisions.

In 2013 the University's graduate student population by headcount outnumbered its undergraduate cohort for the first time, reflecting the introduction of our distinctive Melbourne curriculum model in 2008 and the University's move to offer the majority of its professional qualifications at the graduate level. A steady balance of 55 per cent graduate to 45 per cent undergraduate has been maintained since. The gender balance of our student population has also been relatively stable: for several years, female students have made up approximately 55 per cent of the overall student community.



### Increasing enrolments and market share of VTAC first preferences

In 2017 the University recorded an overall annual increase of eight per cent in undergraduate enrolments. Demand for undergraduate degrees remains very high. The University maintained the highest published Clearly-in Rank ATARs of the Go8 in Arts, Science and Biomedicine. Locally, the University remained among the top Victorian universities for VTAC domestic student first preferences, increasing market share in both the Bachelor of Arts and Bachelor of Design. The academic standard of state-based applicants has remained very high: the University has had the highest median ATAR in Victoria for the last six years.

### Growing international student offers and participation

The number of international student offers and enrolments has continued to increase, even as the University raised its entry requirements for international students for a number of courses in 2017. This highlights continued high demand for our offerings among academically strong students from around the world.

In 2017, 39.8 per cent of the University's student population was international students, who come from over 130 nations.

### Leading Go8 in student success, three years running

The domestic student success rate (the ratio of subjects passed versus subjects attempted) has remained above 94 per cent for the past three years, exceeding both the Group of Eight (Go8) and Victorian average. The domestic student retention rate (the proportion of students in a year who are enrolled in the following year (excluding those who have completed their study) rose steadily to around 85 per cent over the same period, also exceeding both the Go8 and Victorian average. First year attrition continues to be very low and, at 3–4 per cent, is the lowest in the nation.

### Polling well on teaching quality and learning resources

The national Student Experience Survey ranks the University of Melbourne first in the Group of Eight for Teaching Quality, and second for Learning Resources.

The University's first ranking for Teaching Quality resulted from a student satisfaction score of 83 per cent.

Students reported a highly positive University of Melbourne educational experience in 2016 (most recent available data):

- 79 per cent of respondents described their overall educational experience as good or excellent.
- Teaching Quality was above the national average, with 83 per cent of students reporting satisfaction.

## 2017 University of Melbourne first preference data: VTAC popularity polls

University of Melbourne course	2013	2014	2015	2016	2017
Arts	1	1	1	1	1
Science	2	2	2	2	2
Commerce	4	4	4	4	4
Biomedicine	6	7	6	7	5

## Harnessing and tailoring teaching and learning programs through FlexAP

In response to changes in patterns of student engagement with the University and a demand for more flexible study options, staff and students embarked on two years of intensive review and planning. As a result, the Flexible Academic Programming Project (FlexAP) released its summary report and recommendations in October this year for discussion and consideration by the wider University community.

The report has generated vigorous discussion about reshaping teaching, learning and assessment across the University.

As a major project for the University, FlexAP will take a number of years to complete, requiring significant investment for planning, implementation, maintenance and evaluation.

### Flexible Academic Programming aims

#### Enhance

- teaching, learning and assessment
- the student experience

#### More flexible

- study options

#### Offer choices

- for different cohorts within the student body

#### Make more effective and efficient

- University infrastructure and resources across calendar year

## Education innovation and digital learning

The University continues to enhance teaching, learning and assessment through new curriculum design and digital innovation.

### Employment Fundamentals suite of subjects in development

In 2017 the University commenced development of a series of five discrete online courses to support graduate employability. Primarily aimed at undergraduates, the first two courses will be launched in mid-2018. Topics include:

- Business Fundamentals
- Data Fundamentals
- Collaboration and Leadership Fundamentals
- Legal and Ethical Fundamentals
- Entrepreneurship and Innovation Fundamentals.

**39.8% of student population comes from over 130 nations worldwide**





**Group of 8**  
**1st for teaching quality**  
**2nd for learning resources**



### **Suite of additional Graduate Online courses in 2017**

27 wholly online graduate level award courses have now launched (masters, graduate diplomas, graduate certificates) and seven specialist or professional certificates in 11 program areas. In 2017, 36 per cent of students reside interstate, 10 per cent in regional Victoria and 16 per cent overseas (from 43 countries).

### **New continuing, professional, and executive education provider endorsed**

In July, University Executive endorsed a business plan for a Melbourne School of Professional and Continuing Education (MSPACE) in response to the demand from graduates in local and international communities who are increasingly seeking opportunities to re-skill throughout their careers. Operating as an academic school of the University, MSPACE will deliver premium quality professional, continuing, and executive education.

### **Melbourne MOOCs (Massive Open Online Courses) developing and evolving**

Maintaining its current offerings of between 20 and 25 courses in 2017, the University is currently working with Coursera to deliver its programs through an expansion of its MOOC partnerships, including with Future Learn and the China-based CNMOOC platform.

A small set of MOOCs is being designed to articulate into the Graduate Online – Melbourne degree programs.

### **Grants program continues to support innovations in teaching and learning**

The annual program of internal competitive grants continued in 2017, providing funding to 34 projects (from 70 applications) across all faculties and graduate schools. The grants enable teaching staff to improve classroom practice and student learning outcomes.

### **Taking an innovative approach to assessment**

In 2017 the University conducted a trial of the Cadmus Assessment System currently being commercialised by a start-up company led by University of Melbourne graduates to help students with written assignments and ensure academic integrity of submitted work. During the year the University also worked towards implementation of digital exams, including development of a low-cost, tablet-based solution for e-exams.

### **Prioritising academic integrity**

With the reporting of some high-profile cases of academic fraud by students within the Australian higher education sector, the University implemented a new educative approach to academic integrity in 2017. This included a revised website and skills modules to help students better understand and navigate related issues.



### **Award-winning student-led program continues to help children feel comfortable in hospital**



Over 2000 medicine, nursing, physiotherapy, optometry and dentistry students volunteered to take part in the University's Teddy Bear Hospital initiative in 2017. The fun and interactive health promotion is designed to help kids feel less scared to go to the doctor or to hospital, and has been run for many years. This year the initiative was nominated as a finalist in the Australian Financial Review Higher Education Awards.

# Teaching and learning and the student experience

The University aims to provide learning and student support services that exist simultaneously in physical, virtual, mobile and online spaces. This year, development of the new Student Precinct commenced to improve on-campus experience for the whole campus community at Parkville. The University also focused on improving access to study and reiterated our commitment to a safe and inclusive environment.

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## Committed to a safe, inclusive, connected and respectful University community

### Respect Week

In 2017 the University hosted our second Respect Week under the theme 'Respect. On campus. Online. At home'. The week-long campaign affirmed our commitment to a safe and inclusive community, one that embraces diversity, and rejects all forms of assault, harassment, discrimination and bullying.

The now annual Respect Week is conducted in association with awareness-raising campaigns delivered by the University's Safer Community Program in conjunction with the University of Melbourne Student Union and the Graduate Student Association. In 2017 there were 16 different events, including interactive workshops, seminars by leading University of Melbourne academics, and social events held at the Parkville, Southbank and Burnley campuses.

### Respect. Now. Always.

The University of Melbourne has been closely involved in Universities Australia's Respect. Now. Always. campaign, which aims to prevent and address sexual assault and sexual harassment across the sector. As part of the campaign, in 2017 the Australian Human Rights Commission undertook Australia's first-ever survey into university student experiences of sexual harassment and sexual assault.

The national findings provide evidence of unacceptable sexual assault and sexual harassment on Australian university campuses. The prevalence of sexual harassment and assault in university settings corresponds broadly with the prevalence in the wider community.

The University is grateful to the many students who responded to the survey and is using the findings to drive further comprehensive and sustained improvement.

We have committed to a range of new and enhanced actions to improve our institutional culture and responses to reports of sexual assault and harassment. These actions are targeted at increasing awareness of the problems, improving training, increasing student confidence and willingness to report incidents, and enhancing the institutional response to allegations.

In 2017 the Respect Taskforce, with staff and student membership from all parts of the University, was established to define and prioritise the goals and actions of the University in eliminating sexual assault and sexual harassment.



## Working in partnership with Universities Australia to stamp out assault and harassment

On 1 August 2017, the Australian Human Rights Commission and Universities Australia released a national report into university student experiences of sexual harassment and sexual assault, the University of Melbourne published all its data online.

On that day, Vice-Chancellor Professor Glyn Davis led the University of Melbourne's stance against all forms of discrimination and bullying, saying on a video posted to the University's website that sexual assault and harassment is always unacceptable – at university and everywhere else – and emphasising our commitment to learn from the results of the survey and make the University a safer place for students. Professor Davis concluded by saying: "Let me state this as bluntly as possible, and make crystal clear the view of the University of Melbourne. Sexual harassment and sexual assault are unacceptable. Every time. And they are never the fault – or the responsibility – of the victim."

## Access and diversity

The University continues to support diversity and alleviate disadvantage with crucial funding and targeted programs.

### Higher Education Participation and Partnerships (HEPPP)

\$1.64 million was allocated to a total of 19 projects over 2017:

- \$600 000 in scholarships
- \$542 000 across eight Indigenous support programs
- \$327 000 in outreach activities for schools
- \$175 000 in support of current students who are members of designated equity groups.

### Broadening access through Access Melbourne

Access Melbourne is the University of Melbourne's special guaranteed entry and scholarship scheme for domestic undergraduate applicants whose circumstances may have prevented them from achieving the best possible ATAR.

The University consistently exceeds its target for Access Melbourne places and, in 2017, 32 per cent (1827 enrolments) of the domestic commencing cohort were admitted through the program.

In 2017 the number of students admitted through Access Melbourne grew by 13 per cent. Sixty-one per cent (6738) of applicants with at least one preference for the University of Melbourne at the beginning of VTAC round 1 were eligible for Access Melbourne. Most applicants were from Victoria (86 per cent), followed by New South Wales (5 per cent) and Tasmania (3 per cent).



Graduates of the Diploma of General Studies tell us they value the supported study environment and peer support offered at the Dookie campus, believing it equips them to succeed at further tertiary study. Of the 2017 graduating cohort, 80 per cent have gone on to further study at the University of Melbourne, primarily into the Bachelor of Agriculture, but also into the Bachelor of Design and the Bachelor of Science.

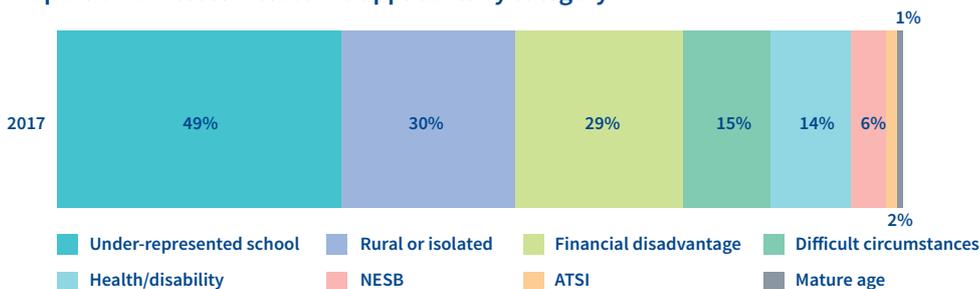
### Reaching out Australia-wide to secondary schools

The University of Melbourne hosted a range of events to promote the advantages of a Melbourne degree to school students and over 1400 school-based career advisers throughout Australia. This included a visit to every region in Victoria – with information sessions in nine regional towns, visits to each capital city and a number of regional towns to promote opportunities available through Access Melbourne, scholarships and accommodation options.

### Creating pathways for university study in a regional environment

The Diploma in General Studies is a specialist program that gives students an opportunity to study in a regional environment. The program also assists mature-age students return after a break from study and provides articulated pathways to a variety of courses at regional and metropolitan universities, including at the University of Melbourne, the University of Queensland, Charles Sturt University and the University of New England.

### Proportion of Access Melbourne applicants by category



Note: Because students can be counted in more than one category, the bars in the chart do not total 100%

## Largest Bachelor Extended cohort in 2017 63 Bachelor of Arts (Extended) 20 Bachelor of Science (Extended)

### Indigenous students

The university respects and supports First Australians to excel.

#### Providing pathways with four-year Bachelor programs

The Bachelor of Arts (Extended) and Bachelor of Science (Extended) are the University of Melbourne's flagship Indigenous student programs that provide targeted support for Indigenous students, including a college residential experience throughout their studies.

#### Making connections with Indigenous students across Australia

In 2017 outreach officers from the Murrup Barak Melbourne Institute for Indigenous Development engaged in person with over 700 Indigenous students in 137 schools across seven states and territories and via webinars to students in remote communities. Murrup Barak also hosted on-campus visits from over 10 Victorian and interstate schools and communicated with over 500 schools and teachers throughout the year to promote the opportunities available for visiting and studying at the University of Melbourne.

#### Welcoming Indigenous students onto campus

In 2017 Murrup Barak hosted 51 Indigenous Year 11 and 12 students who came from across Australia to attend our Experience and Leadership and Open Day camps. The camps gave students the opportunity to engage with every faculty, experience University and Melbourne life, and develop long-lasting networks and friendships

with other students. Led by participants of Murrup Barak's Indigenous Ambassadors and Mentors program, it allows prospective students to experience and meet relatable role models and provide our current students the opportunity to develop leadership and employability skills.

Murrup Barak also supported and contributed to the Raise the Bar camp hosted by Athletics Australia in January, the Victorian Indigenous Engineering Winter School in July and the Residential Indigenous Science Experience camp (RISE) in November. (See feature story on page 32.)

### Teaching and learning in an international landscape

#### Strengthening the internationalised curriculum and student experience

In 2017, the University launched its strategy for an internationalised curriculum and student experience. *International Strategy 2017–2020* highlights the University's position as 'a global university in and of Melbourne' and aims to:

- Provide support for students from all cultures and backgrounds to contribute to and participate successfully in the educational, cultural and social life of the University
- Ensure that students have the opportunity to attain Melbourne Graduate attributes, including engaging with contemporary global issues and developing an appreciation of the Asian region
- Realise the vision of *Growing Esteem* for continued growth in the proportion of students undertaking an international mobility experience.

### Promoting and supporting student mobility programs

In 2017, 1448 students travelled overseas to undertake part of their degree. This was an increase to 21 per cent of enrolled undergraduates, up from 18 per cent in 2015.

With the aim of reaching a 25 per cent target, the University introduced a number of initiatives in 2017. These included an automated study plan approval process and new procedures enabling students to enrol in short-term programs during University non-teaching periods.

The University has approximately 180 exchange partners in 39 countries around the world. During 2017, we explored new opportunities for student mobility with leading global universities (with a focus on ARWU-ranked top 50 universities).

#### International student experiences supported with government funding

The Federal Government's New Colombo Plan (NCP) continues to make a positive contribution to student mobility outcomes. The University was awarded over \$600,000 in NCP funding to support 142 students to study abroad in 2017. This is the highest level of funding received by the University to date through the federal government scheme and a substantial increase in total funding from 2016.

In 2018, NCP funding will climb to \$1 million to fund 304 students' participation in 13 Indo-Pacific experiences. NCP Mobility grants will also support 'bite size' programs for 55 students to study at six institutions, providing short-term opportunities and strengthening partnerships in the region.

#### Total Indigenous student enrolments

2013	2014	2015	2016	2017
207	230	270	288	342

#### Total Indigenous student completions

2013	2014	2015	2016	2017
58	56	85	62	80

## Campus community

### Investing in new world-class learning spaces

As the student population has grown and diversified, the University has placed increased importance on investment in new buildings and modern teaching spaces.

In 2017 work began on new teaching facilities to support Biosciences at Parkville and Werribee. In addition, the University of Melbourne's Southbank Campus is undergoing a major transformation through the renovation and revitalisation of existing buildings – most spectacularly, the conversion of the Old Police Stables into a fantastic new facility for visual arts. It is also constructing new state-of-the-art buildings, including the Ian Potter Southbank Centre as a new home for the Melbourne Conservatorium of Music.

An extensive renovation project in the centre of the Parkville campus will see the north wing and areas of the east wing of the Old Quadrangle largely returned to their original design – reaffirming the Old Quad's place as the key cultural, civic, engagement and ceremonial heart of the University.

The renovation will also create a number of flexible spaces to further the University's engagement agenda, with an exhibition and gallery area to house cultural collections and provide venues for major events and celebrations.

The restoration is supported by \$7 million in federal funding, and will house the Robert Menzies Institute in honour of Australia's longest serving Prime Minister and his lifelong commitment to Australia's higher education system.

### Going greener across all campuses for improved student experience

The University's focus on campus development has shifted in recent years from a building-by-building approach to an increased emphasis on precinct-scale developments. This brings with it a range of opportunities for renewal and regeneration of the spaces between our buildings. In addition to development of the New Student Precinct, this approach will bring more student life into our academic precincts, with initiatives such as Carlton Connect and the Southbank campus redevelopments focusing on urban activation and social engagement through a focus on increased green spaces, cafes and activated outdoor spaces.



### Seeking students' ideas for creating a more inclusive student experience

87 ideas were submitted to the 2017 Melbourne Ideas challenge. The winning pitch, BuddyUp, is a mobile app and web-based platform that allows students to search for like-minded individuals doing the same subjects and form study groups.

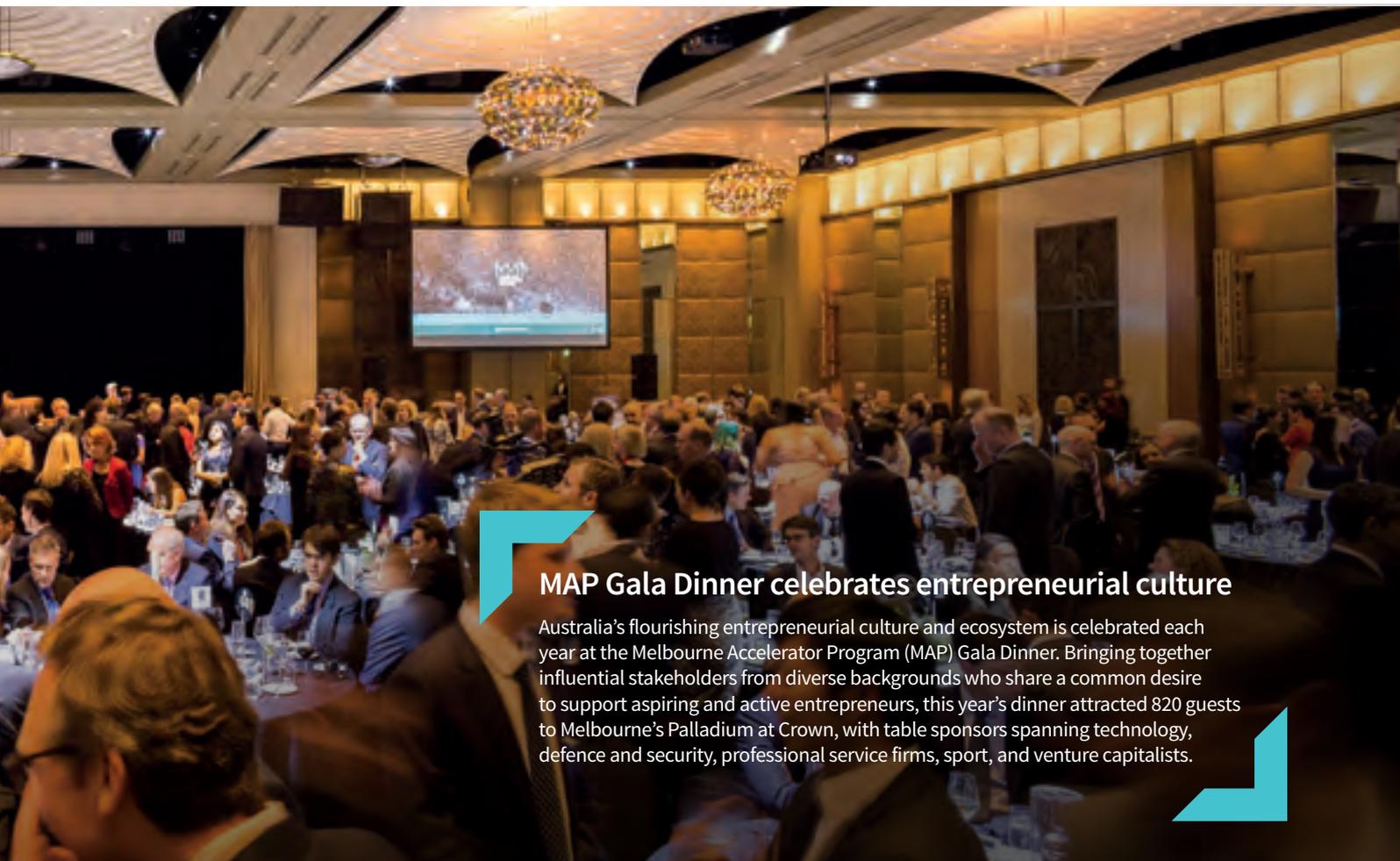
### Upgrading and broadening student accommodation options

In 2017 the University established a student accommodation unit and is continuing to develop partnerships with private providers to ensure our *Growing Esteem* target of 6000 beds by 2020 will be achieved.

Students who have received a scholarship in 2018 (Chancellor's Scholarship, Access Melbourne Scholarship or Kwong Lee Dow Young Scholars Program) are eligible for the University's New to Melbourne Accommodation Program. The program guarantees students a place in the Student Village located on Leicester Street, inside the Parkville campus precinct.

### Student accommodation projects in development

- **University College:** 135 beds (2018 completion)
- **303 Royal Parade:** 280 beds (2018 completion)
- **Bouverie Street:** 600 beds (2019 completion)
- **Cardigan Street:** 520 beds (2020 completion)
- **Lincoln Square South:** 655 beds (2020 completion)



### MAP Gala Dinner celebrates entrepreneurial culture

Australia's flourishing entrepreneurial culture and ecosystem is celebrated each year at the Melbourne Accelerator Program (MAP) Gala Dinner. Bringing together influential stakeholders from diverse backgrounds who share a common desire to support aspiring and active entrepreneurs, this year's dinner attracted 820 guests to Melbourne's Palladium at Crown, with table sponsors spanning technology, defence and security, professional service firms, sport, and venture capitalists.

## **New peer-to-peer student network established**

The Student Peer Leader Network was implemented in 2017 with funding from the Student Services and Amenity Fee. The Network designs and co-deliver events and activities on campus, delivers peer-to-peer guidance and support services, and provides outreach to student clubs, associations and faculty groups on campus.

As a first step, the Network recruited 20 peer leaders and delivered a range of activities, including development of a new suite of resources for students, involvement with R U OK? Day, and delivery of a Pitch Perfect workshop and networking event for students.

## **Students continue to support community engagement initiatives with time and energy**

The Engineering Projects in Community Service Program is just one of the 20 student-led community engagement initiatives supported in 2017 by University of Melbourne students. In this program, students volunteered their engineering skills to design and build multi-sensory toys for children with Autism Spectrum Disorders. These toys will be distributed free of charge to the community.



| The New Student Precinct at the heart of the Parkville campus will significantly transform the student experience, delivering a world-class hub for the student community.

Architect's impressions

# Teaching and learning

## Career outcomes

In 2017 experiential work-integrated learning programs continued to expand, mentoring programs were developed and enhanced and survey data was leveraged to focus future development.

### Improving employability outcomes for international students

In 2017, 117 students participated in LIVE (Study Melbourne). This initiative enabled students to undertake real-world business projects for Victorian Government agencies, businesses and community organisations over a 3- to 6-week period.

### Graduate Outcomes Survey data

The employment outcomes for our graduates is a strategic priority in *Growing Esteem 2015–2020*. Overall, the University's graduates are in high demand and are judged by employers to be highly skilled. To support excellent career outcomes, the University continues to develop the curriculum to increase opportunities for work-integrated learning experiences,

internships and networking with future employers. Particular attention is being given to the needs of students who do not proceed to graduate coursework or research higher degrees and to ensuring that sufficiently specialised support is available to graduates in professional degrees.

The University presently draws on two datasets to monitor graduate employability: the national Graduate Outcomes Survey (GOS, formerly the Graduate Destination Survey, GDS) and the University's 2016 Careers Outcomes Survey (COS).

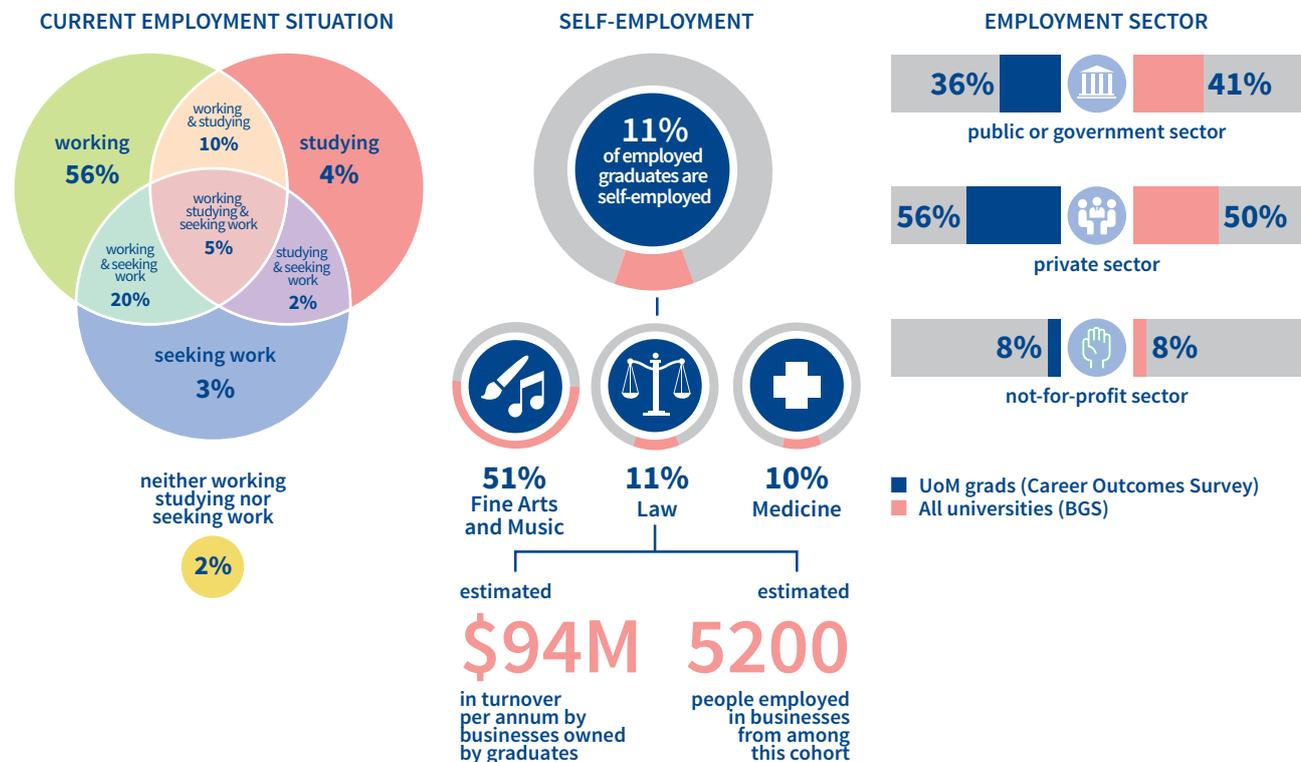
### Results from University of Melbourne Career Outcomes Survey published

The University commissioned the COS in 2016 to more accurately monitor career outcomes for graduates.

The internal survey showed improved performance compared to the national survey results and demonstrated that Melbourne graduates contribute significantly to the economy and society.

The survey also showed a 97 per cent employment rate for University of Melbourne undergraduates five years after graduating and a 98 per cent employment rate for postgraduates three years after graduating. Further, it demonstrated that 90 per cent of graduates enjoy the work that they do and feel it makes a positive contribution to the community.

Feedback strongly indicated that University of Melbourne graduates seek more industry experience and the skills to be 'workplace ready' to give them the best chance of success when they enter the workforce.



## Alumni–student mentoring expanded

Over the course of 2017, over 1400 alumni volunteers provided crucial support to over 1600 students and helped them develop their career readiness through the University's alumni-student mentoring programs.

In 2017 new mentoring programs in Arts and Science created over 550 new alumni-student mentoring relationships in those faculties. These new offerings run alongside longstanding programs in the Faculty of Business and Economics, the Melbourne Law School and other successful University-wide programs.

Across all programs, participants reported high levels of satisfaction from the alumni-student mentoring experience. Important benefits for students included increased confidence in their career direction after university, increased confidence in searching and applying for jobs, increased knowledge of the workplace environment, and increased confidence in transitioning to the workplace after graduation.

A new model of mentoring will be trialled in 2018, combining existing programs with smaller disciplinary programs (for example in Dentistry) and is expected to bring the total number of participants (students and alumni) in our programs to almost 4000.

A study of the long-term impact of Alumni Career Mentoring Programs was commissioned this year, with results to be released mid-2018.

### Piloting mentoring at Dookie

The University piloted a mentoring program for second-year Bachelor of Agriculture students at the Dookie campus in 2017. Approximately 40 students took part, with industry mentors including farmers and large corporate organisations, such as Fonterra, Rivalea and Rabo Bank, connecting with the students on areas of specific interest to them.

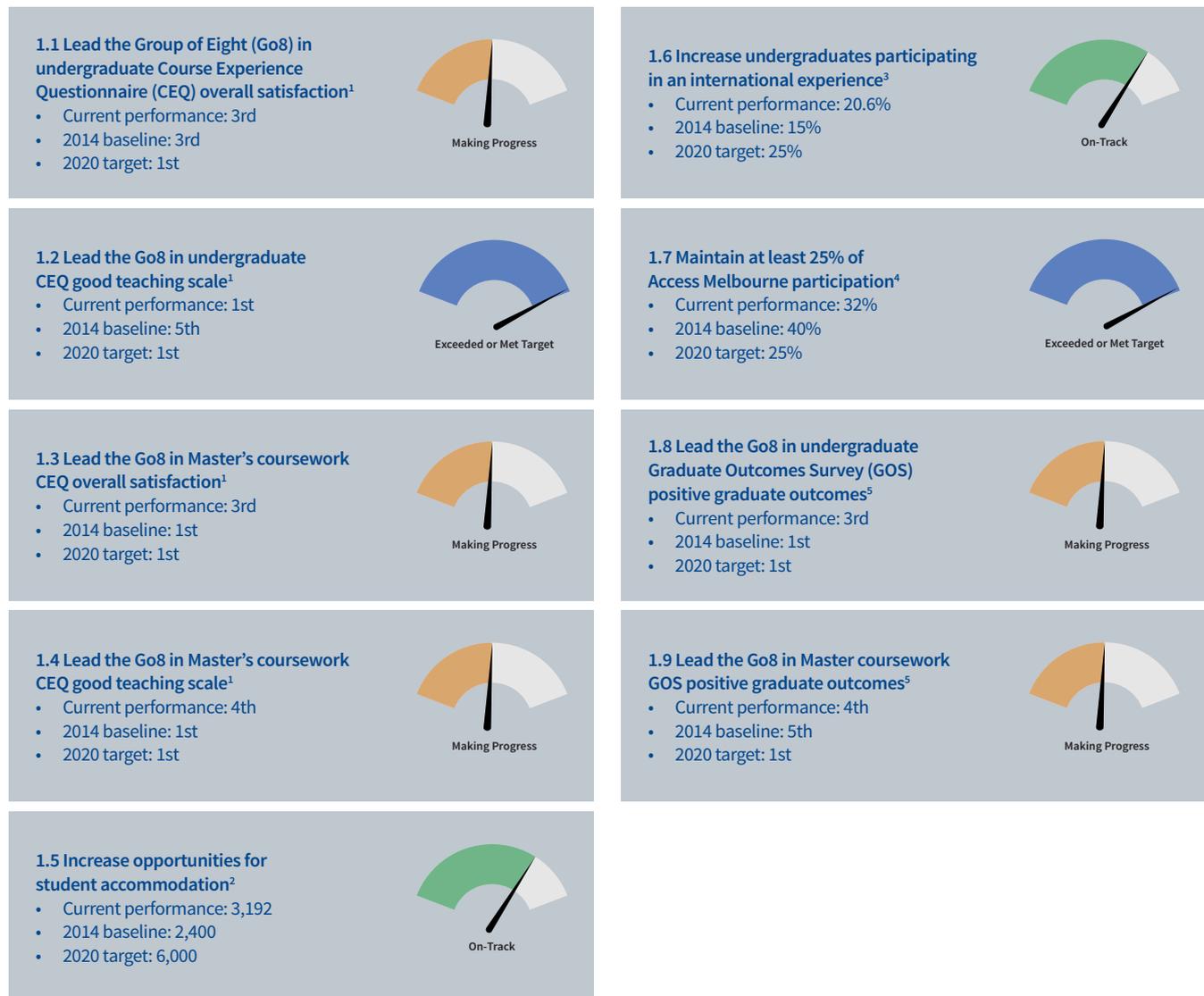


| Louise Kellerman, Regina Agustin and Annette Herrera were some of the University of Melbourne staff who donated their time in 2017 to mentor students who had entered the University through the Access Program. As Access Connections mentors, they helped the students develop their profiles, provided professional advice and connected them to networks not available through family and friends.

# Teaching and Learning

## Evaluating our performance

Assessment of performance provided below is for the nine key indicators central to achievement of *Growing Esteem 2020* teaching and learning priorities



<sup>1</sup> Go8 institutions are ranked by average mean Course Experience Questionnaire results (CEQ) contained in Graduate Outcome Survey (GOS) in a given year

<sup>2</sup> Figures based on count of beds at new University-endorsed accommodation

<sup>3</sup> Based on total number of undergraduate students participating in international experience as percentage of total undergraduate students in a given year

<sup>4</sup> In a given year, total number of undergraduate students admitted to undergraduates degrees through Access Melbourne expressed as percentage of total undergraduate students admitted

<sup>5</sup> Go8 institutions ranked based on positive graduate outcomes (calculated as respondents to GOS in full-time employment or study as proportion of total respondents)

## 2017 performance against key indicators

- Received increased undergraduate student teaching satisfaction rating in 2016 Course Experience Questionnaire (CEQ), leading to No. 1 rating in Go8
- Achieved above-Go8 average overall satisfaction scores in Course Experience Questionnaire:
  - 80.3% undergraduate
  - 84.3% Master by coursework
- Progress toward strategic target of 25% of undergraduate students participating in international study experiences by 2020, with 1448 experiences recorded (21%)
- Exceeded target of 25% Access Melbourne participation, with 32% of undergraduate students admitted through the program in 2017
- Achieved 3rd position in the Go8 for undergraduate and retained 4th position in the Go8 for postgraduate positive graduate outcomes (those in full-time employment or full-time study)
- On track to achieve student accommodation opportunity targets

## 2018 opportunities and challenges

### High quality learning and teaching

- Advance implementation of initiatives emerging from the Flexible Academic Programming Project (FlexAp).
- Align recruitment, confirmation and reward framework with achievement of world standards in teaching and learning
- Expand MOOC partnerships and work with Coursera, Future Learn and China-based CNMOOC platform to deliver programs
- Design set of MOOCs for eventual articulation into Graduate Online – Melbourne degree programs
- Implement Melbourne School of Professional and Continuing Education (MSPACE) to become leading academic provider of premium quality professional, continuing and executive education in Asia-Pacific region
- Increase representation of faculties in Graduate Online programs

### Career outcomes

- Develop employability framework
- Deliver suite of employment literacy programs for undergraduate students
- Implement recommendations from Career Outcomes Survey to inform curriculum developments, recruitment and career services

### Student experience

- Introduce initiatives to enhance students' access to mobility experiences, including automated study plan approval and new enrolment procedures for selection of short-term programs during University non-teaching periods
- Ongoing development of partnerships with private accommodation providers to meet target of 6000 beds by 2020
- Determine feasibility, numbers, constraints and timeline for expanding accommodation offers
- Implement expanded range of scholarships focussing on equity and excellence and global mobility
- Through 2018 Outreach strategy, reinforce newly established relationships and connections with areas such as Gippsland, Goulburn/Murray, north-west and south-west Victoria
- Focus on regional Victorian visits for pipeline programs for Indigenous students not in Year 12, including Residential Indigenous Science Experience (RISE), Faculty of Business and Economics Summer School, Raise the Bar Academy and Victorian Indigenous Engineering Winter School (VIEWS)
- Reinforce relationships and connections with states and regions based on ACARA national school data and 2017 outreach work
- Realise plans for 153 school visits in 2018



**A new vision for Southbank campus**

Whether it's converting historically important buildings for use as future-ready training facilities or constructing a new, state-of-the-art conservatorium for musicians, the University of Melbourne's Southbank campus is undergoing a major renewal program which will see Conservatorium staff and students co-located with their colleagues and peers at the Faculty of Fine Arts and Music at the heart of the Melbourne Arts Precinct.

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$$\rightarrow \int_{-\infty}^{\infty} \int_0^{2\pi} \int_0^{v_2} n^2 [f(\underline{z}') f(\underline{v}) - f(\underline{z}) f(\underline{v}')] g d^2 \frac{\sin^2 \theta}{2}$$

$$\partial_t [nf(\underline{v})] |_{\text{coll}}(\underline{v}, \underline{v}') = \partial_t [n$$

## Expanding young, Indigenous scientific minds

Science student Adriana Zanca explains how volunteering to mentor budding young Indigenous students grew their understanding of available careers in science

### I've always enjoyed science.

A lot of people say they find science subjects too intimidating, but for me the sciences and the arts are flip sides of the same coin. The sciences just present things in a systematic way.

I always had a drive to study science, because I'm passionate about maths, but when I left school, I didn't know where I wanted to study.

The University of Melbourne appealed because I could continue with Japanese, which I'd loved at school, as a breadth subject, and that fits perfectly with my varied academic interests.

### My initial volunteering experience

came through the University's Faculty of Science, where I'm currently studying. I saw an online request for volunteers for the Science Experience summer program

for Year 9 and 10 students, and then invited to join a residential camp which allows hosts to get to know the students better.

### I hadn't met many Indigenous Australians before I joined the Residential Indigenous Science Experience (RISE).

That was actually a motivating factor to get involved in the RISE program. As an Australian, I feel I should understand Indigenous culture better, and be more engaged with Indigenous communities.

The students' enthusiasm stands out most at first meetings. These are students who love science.

I've met previous RISE students several years later, and even if they don't end up studying science, they say they learnt so much from the camp and use the problem-solving techniques they learned in many careers.

| Volunteer and mentor Adriana Zanca (centre) with students at the RISE camp.



**Most of the kids are 15 and 16-years-old,** learning how to juggle school and home. They need to decide what subjects to study, so my advice is: “do what you love, go with your passion.”

**Academic staff run the on-campus activities,** which are largely workshops and lectures based around various science, technology, engineering and maths disciplines. Many involve hands-on exercises, which are always a hit. Students get to see a side of science that is both practical and revealing, but it’s also a lot of fun. The really popular moments include a genetic workshop where students get to extract their own DNA and a chemistry experiment that demonstrates the amount of fat in chocolate.

There are opportunities to speak with non-University staff too. The Australian

Synchrotron visit is really popular with physics lovers. The Synchrotron is a particle accelerator, which looks like a very large room, but with various monitoring stations. The demonstrations there can be as varied as medical imaging techniques or an opportunity to see how paintings are accurately dated. There is usually a painting lying around somewhere, with some layer revealed for dating.

**The camp is also an opportunity for some students to see a city they’ve never seen before.** We take them to the MCG for instance, which is always well received because so many students are interested in sport.

In fact, sport is a really good bonding exercise – a lot of the kids love Australian Rules football, and basketball. Last year, we had a few basketball and soccer

games, where the mentors competed against the students. It is another opportunity to hang out with the kids and learn what makes them tick.

But it’s science they’re here for and science they get. I look forward to meeting some of the students later in their careers when they’re changing the world.

*New funding to support Indigenous science students was recently gifted to the University of Melbourne from Agilent Technologies Foundation. The gift will boost the University’s existing initiatives, including RISE and the Bachelor of Science (Extended) program – a four-year degree available solely to Indigenous students.*

*Adriana Zanca spoke to Chris Weaver  
Full article @ [pursuit.unimelb.edu.au](http://pursuit.unimelb.edu.au)*

# Research

## Highlights

The University of Melbourne continued to implement its research strategy *Research at Melbourne: Ensuring Excellence and Impact to 2025*, with national and global measures indicating strong progress. As one of the largest and most productive research organisations in Australia, we have continued to conduct research that enriches our understanding of the world and grows the store of human knowledge, allowing us to respond to major social, economic and environmental challenges, and to foster research-led teaching and learning at every level. This builds on the University's international standing and global reputation.

## Challenges

In the increasingly competitive global environment, the overarching challenge for the University is to continue attracting and retaining the very best researchers to realise its goals. The University is focused on ensuring that the impact and value of its research is apparent to the government as well as the wider community.

## Progress

Research collaboration remains a key focus. Throughout 2017, the University continued to increase its impact through partnerships across disciplines supported by Melbourne Interdisciplinary Research Institutes, through collaboration with industry partners via the development of research precincts, the appointment of enterprise professors and fellows, and expansion of the business development and research support activities within University Services. International collaboration was supported through researcher mobility support schemes and this will continue under the newly developed *International Strategy*. We remain committed to building the capacity of the next generation of researchers through our internal schemes, a thematic approach to research training programs and recruitment and retention strategies, underpinned by a world-class research environment.

## Looking ahead

Progressing towards 2025, the University will continue to address the grand challenges outlined in the *Research at Melbourne* strategy. We will focus on strengthening academic performance and ensure that University infrastructure supports our world-leading researchers. Developing new partnerships, including through precinct development to broaden our research opportunities and impact, will also be a focus in the year ahead.

# Research quality and performance culture

The University is committed to implementing a recruitment and confirmation framework to develop key skills in leadership, industry engagement and translation, innovation, entrepreneurship and international research. This year, the University continued to develop an academic environment encouraging high-quality research and received global recognition for its research achievements.

## Exemplifying research excellence on the national and international stage

In 2017 a number of University of Melbourne researchers received national and global recognition as leaders in their respective disciplines.

In recognition of outstanding contributions to their respective disciplines, 12 University of Melbourne researchers were elected as Fellows to the Australian Academy of Health and Medical Sciences by their peers, 10 to the Academy of Social Sciences in Australia, three to the Australian Academy of Science, and two to the Australian Academy of the Humanities. (See Staff honours, page 80)

The 2017 ANSTO Eureka Prize for Innovative Use of Technology was awarded to the University of Melbourne team developing a life-saving oxygen supply system for the world's poorest areas, such as Papua New Guinea, East Timor and sub-Saharan Africa. The multi-disciplinary team of physicists and medical experts is led by Dr Bryn Sobott, with Associate Professor Jim Black, Associate Professor Roger Rassool, Dr David Peake and Mr Kevin Rassool.

World-leading epilepsy expert Professor Samuel Berkovic received one of medicine's highest honours this year when he was named an international member of the National Academy of Medicine (NAM). The NAM is an independent organisation of eminent professionals who advise the US Government and the international community on critical issues in health, medicine and related policy and act to inspire positive action. Membership is considered one of the highest honours in the fields of health and medicine, with just 10 international members elected each year.

The number of highly cited researchers (Hi Cis) – those whose primary affiliation is with the University of Melbourne and are in the top one per cent of cited articles by other researchers – rose for the second successive year. Up to 20 from 17 in 2016, this is a key measure of the University's global research influence and impact.

## Continued competitive success enables investigation of key challenges of our time

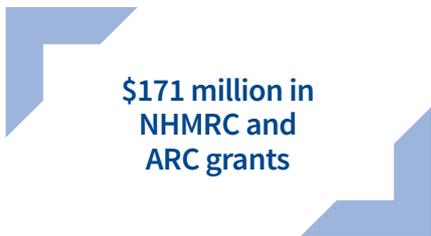
The University competed successfully for government funding in 2017 – being awarded National Health and Medical Research Council (NHMRC) and Australian Research Council (ARC) grants to the total of over \$171 million.

In 2017 a new ARC Centre of Excellence was established to investigate sustainable energy technology and a new NHMRC Centre of Research Excellence is focussing on eliminating malaria. The \$35 million Centre of Excellence in Exciton Science will develop next-generation energy and security technologies by manipulating light in unique ways. Led by Professor Paul Mulvaney and based at the University of Melbourne, the Centre will include an international team of researchers to drive innovation and improve Australia's energy production. With regard to freeing the world from the scourge of malaria, Australia will take a leadership role in the new \$2.5 million Centre for Research Excellence in Malaria Elimination based at the Peter Doherty Institute for Infection and Immunity. The Centre will accelerate new drugs to treat malaria and train the next generation of experts in Australia and overseas.

Through project and partnership grants from the ARC and NHMRC, the University will also undertake research into key societal problems, such as improving Aboriginal and Torres Strait Islander pre-natal and infant health. This research will be led by Dr Kerry Arabena from the School of Population and Global Health, with funding of over \$800 000.

And in a world first, Dr Lyndon Ormond-Parker, an early career academic fellow with the University's Grimwade Centre for Cultural Materials Conservation, was awarded \$573 032 to investigate long-term storage of digital and analogue audio-visual cultural materials to assist in the preservation of Indigenous languages and culture.

Through its ARC-funded Industrial Transformation Training Centres, the University has partnered with industry to build the capabilities needed to transform and sustain established and emerging chemical industries, cognitive computing for medical technologies, and personalised therapeutic technologies. These training centres are just one example of how the University works with partners such as CSIRO, IBM and SMR Automotive to contribute to the economic growth and sustainability of Victoria and Australia.



**\$171 million in  
NHMRC and  
ARC grants**

It is estimated that by 2050 one million Australians will be living with dementia. This year, Melbourne Conservatorium of Music's co-director of the National Music Therapy Research Unit, Professor Felicity Baker, received over \$1 million from the NHMRC Boosting Dementia Research Initiative to fund her research into the effects of group music therapy on patients living with dementia.

With \$16 million funding from NHMRC announced in 2017, Doherty Institute-based University of Melbourne Professor Stephen Kent will lead a team of world-class experts in HIV, including University of Melbourne Professor and Doherty Institute Director Sharon Lewin to improve our understanding of how the virus persists in people living with HIV on antiretroviral therapy, with the ultimate aim of developing a vaccine to ensure complete prevention. The research team will also study how HIV interacts with other common infections, such as hepatitis B and tuberculosis.

Two University of Melbourne researchers received Westpac Scholarships in the 2017 round – Dr Jess Heerde and Dr Nicholas Opie. Dr Heerde's project focuses on the factors influencing homeless youths'

health and behaviour, particularly in relation to mental health, exposure to violence as perpetrators and victims, and help-seeking behaviour. Dr Opie, who has designed and developed the world's first brain recording device that can be implanted without invasive surgery, will now have the opportunity to translate this Stentrode into clinical use for treatment of paralysis and address a wide range of other neurological conditions.

### **Early career scientists funded to address crucial global health problems**

University researchers were also successful in competing for funding for 'blue sky' research.

For example, following a global competition, five leading researchers from the University and affiliated institutions within the Melbourne Biomedical Precinct were awarded the prestigious title of Howard Hughes Medical Institute (HHMI) International Research Scholar.

The program recognises exceptional early career scientists poised to advance biomedical research globally, allowing them

to pursue new research directions that bring transformative innovation to global health problems. The winners are among 41 scientists from 16 countries who will receive more than US\$650 000 each over five years.

### **2017 Howard Hughes Medical Institute (HHMI) International Research Scholars**

- **Professor Mark Dawson**  
(Peter MacCallum Cancer Centre and University of Melbourne)
- **Associate Professor Kathryn Holt**  
(University of Melbourne)
- **Dr Laura Mackay**  
(University of Melbourne and The Peter Doherty Institute for Infection and Immunity)
- **Dr Seth Masters**  
(Walter and Eliza Hall Institute of Medical Research)
- **Dr Wai-Hong Tham**  
(Walter and Eliza Hall Institute of Medical Research)



### **New ARC Laureate Fellowship ensures crucial malaria research can continue**

Professor Geoffrey McFadden (Faculty of Science, School of BioSciences) was awarded an Australian Laureate Fellowship from the Australian Research Council (ARC) in the 2017 funding round.

The prestigious five-year Fellowship, one of 17 announced by the Minister for Education and Training Senator Simon Birmingham this year, will enable Professor McFadden to continue his ground-breaking study into sexual gene inheritance in the mosquito-borne human and animal parasite Plasmodium.

Following earlier ARC grants of a QEII Fellowship in 1986 and a Federation Fellowship in 2006, the Fellowship will build on Professor McFadden's research into malaria and his discovery of how malaria can be targeted with antimalarial drugs.

Professor McFadden is a Fellow of the Australian Academy of Sciences and American Academy of Microbiology. His awards include the Ramaciotti Medal, the Australian Academy of Science's Frederick White Prize and two Howard Hughes Medical Institute Scholar's awards.

# Research scale and focus

In 2017 the University recognised the importance of research as part of every academic discipline, and to the benefits of selectively targeting the scaling up of research activity and focus in key areas. The University continues to identify emerging areas of research expertise or gaps and ensures that it is well positioned to adapt to and pro-actively pursue opportunities in the changing knowledge landscape.

## Global recognition of our research reflected in influential rankings

In 2017 the University was reaffirmed as number one in Australia and continued to rise in world university rankings.

In the Academic Ranking of World Universities (ARWU) the University moved up one place to rank 39 in the world. The University also improved in ten of the 13 indicators for the Times Higher Education (THE) World University Rankings, moving one place to rank 32 in the world and number one in Australia, and in the QS World University Rankings, rose one place to rank 41 in the world.

The University now ranks in the top 30 in all five broad disciplines and leads the nation in 18 subjects. The University also performed strongly in the US News Best Global Universities ranking, climbing ten places to rank 26 in the world and number one in Australia.

Global rankings	2013	2014	2015	2016	2017
ARWU	54	44	44	40	39
THE	34	33	33	33	32
QS	31	33	42	42	41
US News*		32	40	36	26

\*Ranking began in 2014

## Forging new relationships beyond academia

Developed in 2017, the University of Melbourne Enterprise Strategy outlines the approach and mechanisms for establishing sustainable relationships with business, industry and government that support the University's focus on research excellence and world-class teaching.

The University is developing the systems, infrastructure and culture to identify, facilitate, and realise new opportunities. Complementing the deep expertise of our academic divisions, the University is building professional services and multidisciplinary teams to support new relationships.

## Extending industry-engaged research in the heart of Australia's largest urban renewal project

The Victorian State Government's planned development at Fishermans Bend gives the University a unique opportunity to extend our industry-engaged research. Opening in the early 2020s, the Fishermans Bend campus will initially allow over 1000 engineering and IT students and academics to collaborate with world-leading local and international organisations across the transport, manufacturing, engineering, design and technology sectors. The new campus will provide a new home for the expansion of the Melbourne School of Engineering's research program, with a focus on commercialisation and blue sky and green industry research and development.

## Future proofing research leadership

The University has made a number of senior appointments in recent years to support the scale and focus strategy in target areas. These appointments have directly contributed to our increased global rankings and built high-achieving research groups.

The University also makes a significant investment in early-career researchers, including attracting graduates from outside the University of Melbourne into areas of research priority and focus. Since 2010 the University of Melbourne's McKenzie Postdoctoral Fellowship scheme has recruited 74 PhD graduates of other universities. The three-year Fellowship is highly competitive, with upwards of 130 applications received each year from all over the world for approximately ten Fellowships.

## Australia's first Centre of Excellence funded to promote safer families

The University of Melbourne received crucial Australian Research Council (ARC) funding to lead Australia's first and only Centre for Research Excellence (CRE) to promote safer families, research the health effects of intimate partner violence on individuals and families, and investigate how the health sector can best respond.

The Safer Families CRE was officially launched in April by Professor Marcia Langton AM, the University's Foundation Chair of Indigenous Studies and Associate Provost, and will be led by Professor Kelsey Hegarty of the Department of General Practice.

In addition, with funding through a strategic allocation from the University of Melbourne's Deputy Vice-Chancellor (Research) under the auspices of the Melbourne Social Equity Institute, the University established the Melbourne Research Alliance to End Violence (MAEVe). The Alliance brings together researchers from across the University in partnership with community, industry and government agencies, providing a platform for effective and innovative solutions to end violence against women and their children.

## Fostering interdisciplinary research

The University's interdisciplinary research institutes are integral to our strategy, as are programs that enable collaborations with external partners, and are particularly important in enriching the experience of our early career researchers.

In 2017 Melbourne Interdisciplinary Research Institutes (MIRI) launched *A better world: Research that enriches lives*, a publication focusing on the social impact of interdisciplinary research across the University of Melbourne. This publication highlights research from the five institutes:

- Melbourne Energy Institute ([energy.unimelb.edu.au](http://energy.unimelb.edu.au))
- Melbourne Networked Society Institute ([networkedsociety.unimelb.edu.au](http://networkedsociety.unimelb.edu.au))
- Melbourne Neuroscience Institute ([neuroscience.unimelb.edu.au](http://neuroscience.unimelb.edu.au))
- Melbourne Social Equity Institute ([socialequity.unimelb.edu.au](http://socialequity.unimelb.edu.au))
- Melbourne Sustainable Society Institute ([sustainable.unimelb.edu.au](http://sustainable.unimelb.edu.au))

Hallmark Research Initiatives (HRIs) contribute to addressing the University's strategic grand challenges. Broad in scale, with distinctive interdisciplinary emphasis, they enable the maturing of focused research communities building on existing strengths across the University.

In 2017 two HRIs supporting humanities and social science-led programs received full funding: the Statelessness HRI and the Economic and Social Participation HRI. The University's investment in the Statelessness HRI attracted a major philanthropic donation to support establishment of the Peter McMullin Centre on Statelessness, with funding for ten years. The Therapeutic Technologies HRI, established in 2015, was a key catalyst for the successful bid this year to establish the ARC-funded Industrial Transformation Training Centre for Personalised Therapeutics Technologies.

## Towards a globally significant scale in engineering

The University of Melbourne's new campus at Fishermans Bend will allow the University to build large-scale research platform facilities that the Parkville campus cannot accommodate. This will include wind and water tunnels, smart grid technologies, autonomous vehicle testing and pre-fabricated housing manufacturing.

| Architect's Impression

## Helping people with quadriplegia breathe better, live better

University of Melbourne researchers know that group singing therapy helps people with quadriplegia breathe better and make social connections. Dr Jeanette Tamplin, Research Fellow in Music Therapy, faced the challenge of not easily being able to bring together participants in the same room by investigating how virtual reality (VR) could make group singing more accessible.

In the first step of the project, funded by the Melbourne Networked Society Institute, Dr Tamplin trialled VR programs with Victorian spinal cord patients aged in their 20s to their 40s.



### Singing in a virtual world

Using smartphone-enabled VR headsets, participants in Dr Jeanette Tamplin's research project sang along together accompanied by Dr Tamplin on her guitar as her avatar bobbed along. "They all thought it was great, they loved it," Dr Tamplin says.



# Research collaboration partnerships and impact

The University of Melbourne recognises the importance of research collaboration with industry and governments – both onshore and internationally. This year, the University continued to leverage its precinct strategy work to expand our international research profile, and worked towards increasing collaborations, joint appointments and opportunities for graduate research with international research centres, universities and partners.

## Supporting international research partnerships through seed funding for global and local impact

By 2017 the University has provided seed funding to support global research partnerships for over 180 separate initiatives, from numerous short-term academic and postgraduate student exchanges to larger coordinated programs of collaborative research and PhD training.

To date, an estimated 2800 Melbourne and international academics, their students and domestic research partners, including industry and government representatives, have participated and benefited from the support provided by the University for international collaboration, with Melbourne participants publishing over 450 papers as a result of their collaborations – over half published jointly with international partners.

Over \$34 million in research funding has been awarded directly to individual researchers for collaboration with international partners, and almost \$110 million to research projects.

In 2017 the University of Melbourne was one of only four international teams, and just two Australian universities, to be awarded a share of more than US\$100 million from the US Government's Intelligence Advanced Research Projects Activity (IARPA). The multidisciplinary team, Smartly-assembled Wiki-style Argument Marshalling (SWARM), was allocated up to \$US19 million in funding to develop and road-test crowdsourcing intelligence analysis to leverage people's ability to produce and evaluate reasoning.

## Partnering for impact

The University partners with a wide range of industries and not-for-profit organisations to collaborate on solving difficult problems and ensure that the benefits of our research are fully realised.

The University will share more than \$3 million of funding with Cambridge and Stanford universities for the GeoCQuest project to be led by Professor Stephan Matthai (Melbourne School of Engineering) and Professor Ralf Haese (Faculty of Science). This project aims to improve technologies and further our understanding of carbon storage in rock formations – knowledge needed to meet the world's commitments under the COP21 Paris agreement and limit warming to below 2 degrees Celsius.

At the 2017 meeting of the G20 in Hamburg, Prime Minister Malcolm Turnbull announced funding for the Energy Transition Hub. The project will undertake collaborative and world-leading research and generate economic and technological opportunities for a global transition to clean energy. Led by the University of Melbourne and Australian National University, the Hub includes researchers from Germany's Potsdam Institute for Climate Impact Research (PIK), Münster University's Center of Applied Economic Research (CAWM), and the Mercator Research Institute on Global Commons and Climate Change (MCC).

The University partnered with the University of Southern Queensland, state government departments and the Birchip Cropping Group to work directly with farmers and farm consultants to develop risk management plans. With funding of \$6.2 million, the project will help farmers better prepare for extreme climate events and to increase productivity and profits.

In November, as part of its partnership with the State Library of Victoria, award-winning Indigenous novelist Alexis Wright was appointed as the Boisbouvier Chair in Australian Literature. A member of the Waanyi nation of the southern highlands of the Gulf of Carpentaria, Ms Wright's appointment provides the opportunity to encourage and support the development of Australian literature by sharing her experience, knowledge and vision as a practising writer of over 30 years. The appointment also positions the University at the forefront of national conversations about the future of Australian Literature in higher education, school curricula and the broader community.

## Creating physical research precincts to foster collaboration

The University is committed to bringing together people within physical environments to foster ideas that contribute to the social, cultural and economic development of communities.

In 2017 the University continued to support the biomedical research clusters at the Austin and St Vincent's campuses and Arts Precinct at Southbank. We also welcomed the opportunity to contribute to agricultural and veterinary research at Werribee, Creswick and Dookie, where research partners will cluster around academic units with access to applied technologies and link people who share commercial and academic appointments.

Building of the state-of-the-art facility at the University's internationally recognised Bio21 Molecular Science and Biotechnology Institute (Bio21 Institute) progressed in 2017. When completed in 2018, the facility will expand major technology platforms that

underpin personalised medicine and the development of new diagnostics. It will also be home to the CSL Global Hub for Research and Translational Medicine. CSL, a leading international biotherapy industry leader based in Melbourne, expects to more than double the presence of its research scientists from 75 to around 150. The increased presence at the Bio21 Institute will also enable CSL to broaden its collaborative networks with university researchers, institutes and hospitals in the Melbourne Biomedical Precinct.

Also in 2017, the Lorenzo and Pamela Galli Chair in Medical Biology was established at the Walter and Eliza Hall Institute of Medical Research and the University of Melbourne. This is the third Chair created by the generosity of philanthropist Pamela Galli at the University in partnership with a research institution, reflecting her deep commitment to supporting medical research in the Melbourne Biomedical Precinct.

## Enhancing collaboration through co-location

The University is transforming the former Royal Women's Hospital site into an innovation precinct to foster collaboration and pioneer solutions to the challenges faced by society. Researchers, businesses, government and community organisations, including individuals from diverse backgrounds and disciplines, will be co-located in the new precinct and work together to develop innovative products and services, particularly associated with changing technologies, sustainability and resilience. The precinct will complement the Melbourne Biomedical Precinct in Parkville and the Arts Precinct in Southbank, and is part of the emerging Melbourne Innovation District.



### Putting research to work with Indigenous partners

Each year, the Bower Studio – a group of Master of Architecture students led by academics from the Melbourne School of Design – works alongside Indigenous groups in remote locations in Australia, Thailand and Papua New Guinea to improve their built environments. In 2017 the Bower Studio headed to the Northern Territory to work with the Thamarrurr Aboriginal Corporation and Wadeye community to complete the Wadeye Culture Hub. Following consultation and preliminary designs prepared in Melbourne and sent to the community for feedback by community members, the team constructed the new culture hub over an action-packed ten-day period.

# Graduate researchers

Graduate researchers are the foundation of the global research workforce and make significant contributions to our research reputation and results. Accordingly, the University recognises the ongoing need to ensure that its graduate researchers are equipped with the skills to pursue their careers within and beyond the University.

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## **New interdisciplinary Comprehensive Cancer PhD Program**

In July 2017, the University launched the new interdisciplinary Comprehensive Cancer PhD Program. The program is facilitated by the Sir Peter MacCallum Department of Oncology and the University of Melbourne Centre for Cancer Research (UMCCR) and provides a unique opportunity for multidisciplinary cancer-related PhD candidates to experience clinical and research activities across the Victorian Comprehensive Cancer Centre (VCCC) alliance.

The University also launched a number of PhD Programs in 2017 with internal seed funding, including:

- Refugee and Forced Migration Studies (Melbourne Social Equity Institute)
- Neurosciences (Melbourne Neuroscience Institute)
- Infection and Immunology (based at The Peter Doherty Institute for Infection and Immunity)

The Program in Indigenous Studies, which is in development, will provide graduate researchers and their supervisors at the University with the opportunity to build a community of practice in Indigenous research and for Indigenous researchers.

Six more groups were provided with funding to establish PhD Programs in 2018 in Biomedical Science Innovation, Child and Adolescent Health, Ecology and Evolution, Energy, Mental Health, and One Health.

Following a record number of completions in 2016, 827 graduate researchers completed their studies in 2017, our second largest graduating cohort.

## **Building communication skills of our graduates**

In addition to performing on the international stage in the annual 3MT® competition with presentations of their research to a non-specialist audience in three minutes, this year, graduate researchers encapsulated their theses in short, eye-catching digital displays during the 2017 Researcher@Library week Pitch Your Thesis ePoster competition.

## **Globally connected graduates**

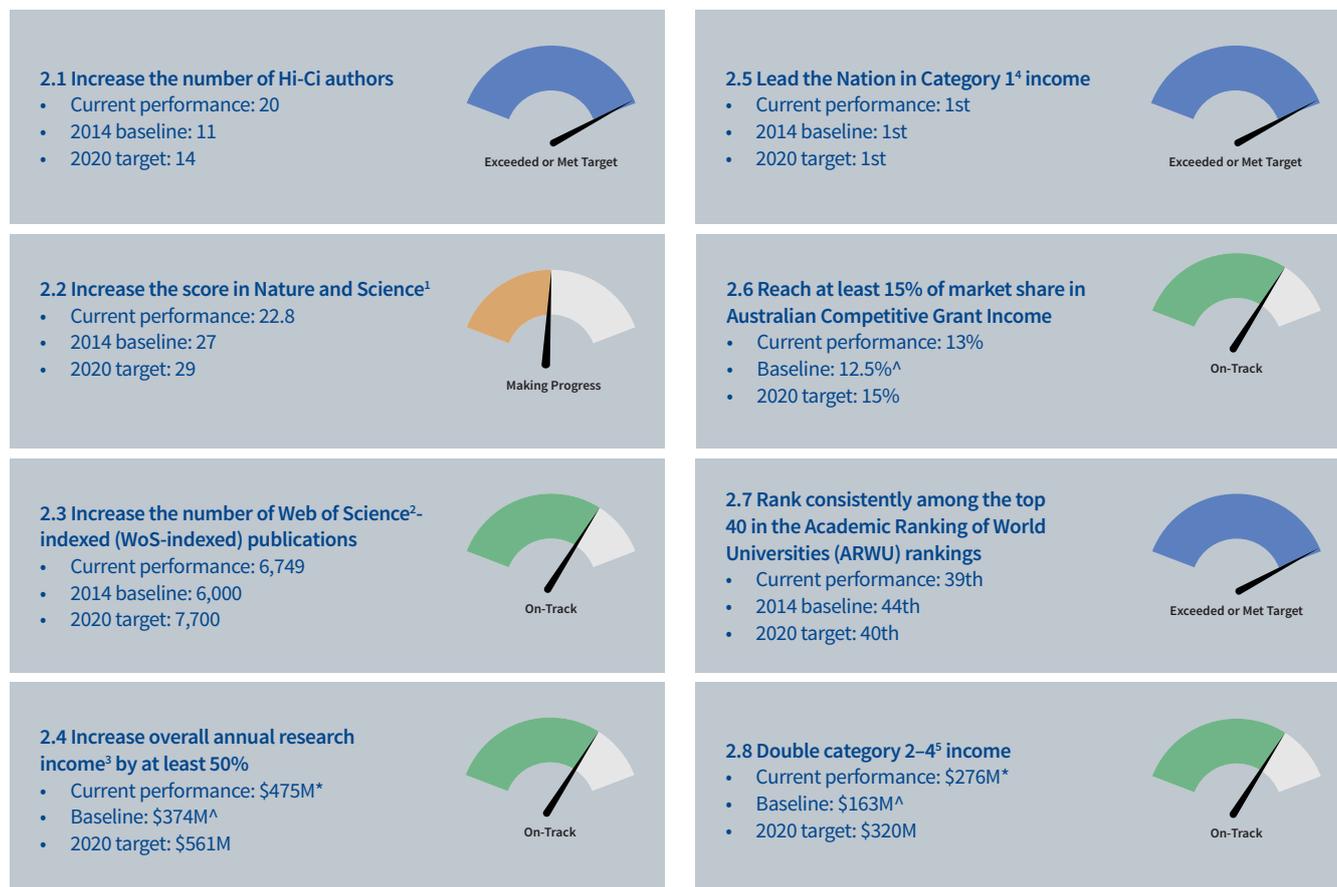
In 2017 the University continued to offer international joint PhD opportunities, with students jointly supervised by leading international academics. Giving candidates access to additional research facilities, ideas and cultures to inform and enhance their research, these initiatives also provide access for high-quality students based at partner international institutions to work with leading Melbourne researchers for a year or more of their studies.

This cohort-based approach to joint PhD recruitment has also generated additional research and funding outcomes for participating Melbourne researchers and their peers, including at and from the Melbourne-India Postgraduate Program, the Bonn and Melbourne Research and Graduate Training Group, the Melbourne-Potsdam PhD Program, the Creative Arts Therapies Research Unit and the Australian-German Climate and Energy College.

# Research

## Evaluating our performance

Assessment of performance provided below is for the eight key indicators central to achievement of *Growing Esteem 2020* research priorities



\* Unchecked and unaudited research income as at 26 March 2018

<sup>^</sup> Baseline is 2013 income figure

<sup>1</sup> Based on ARWU ranking score for number of University of Melbourne Nature and Science articles published in last five years as percentage of highest performing institution

<sup>2</sup> Web of Science is a leading citation indexing service providing comprehensive index across multiple databases. Publication figures represent total number of University of Melbourne journal articles indexed in a given year

<sup>3</sup> Figures based on total research income as reported in Higher Education Research Data Collection (HERDC)

<sup>4</sup> Figures based on Australian Competitive Grant income as reported in HERDC

<sup>5</sup> Figures based on public sector, industry, philanthropic and Cooperative Research Centre Research income

## 2017 performance against key indicators

### Research quality and performance culture

- Hi-Ci authors up from 17 to 20
- Web of Science-indexed publications increased from 6642 in 2016 to 6749
- While there was a decline in ARWU Nature and Science indicator measure, it was encouraging to see an increase in the raw count of 2017 Nature and Science papers authored by University staff. The Nature and Science measure used in the ARWU ranking is a relative measure and significantly influenced by the performance of other universities
- Indicative 2017 research income data (unaudited and subject to change) suggests the University is on track to meet 2020 targets for Category 2–4 income and total income

## 2018 opportunities and challenges

### Research quality and performance culture

- Develop programs to facilitate targeted interventions and support academic career paths for early and mid-career researchers
- Conduct comprehensive review and renovation of research capability strategy
- Prepare for Excellence in Research for Australia and Engagement and Impact 2018 assessment
- Ensure research expectations are clearly articulated and communicated
- Attract talent in a globally competitive environment

### Research scale and focus

- Implement leading indicators for research performance at the academic division level, highlighting unique and distinct contribution of each division to Research at Melbourne strategy
- Target and appoint new staff to build scale and focus in key areas

### Research collaboration, partnerships and impact

- Streamline range of research capability schemes to support and retain existing high-performing staff and attract future research leaders
- Enrich and strengthen research performance and impact at institutional, academic division and individual researcher levels
- Identify and develop key national and international business development targets (in line with Enterprise Strategy objectives)
- Continue precinct development (Carlton Connect project, Campus 2, Bio21 Molecular Science and Biotechnology Institute, Melbourne Biomedical Precinct)
- Grow research partnerships with government and industry focusing on delivering and driving research commercialisation and impact

### Graduate researchers

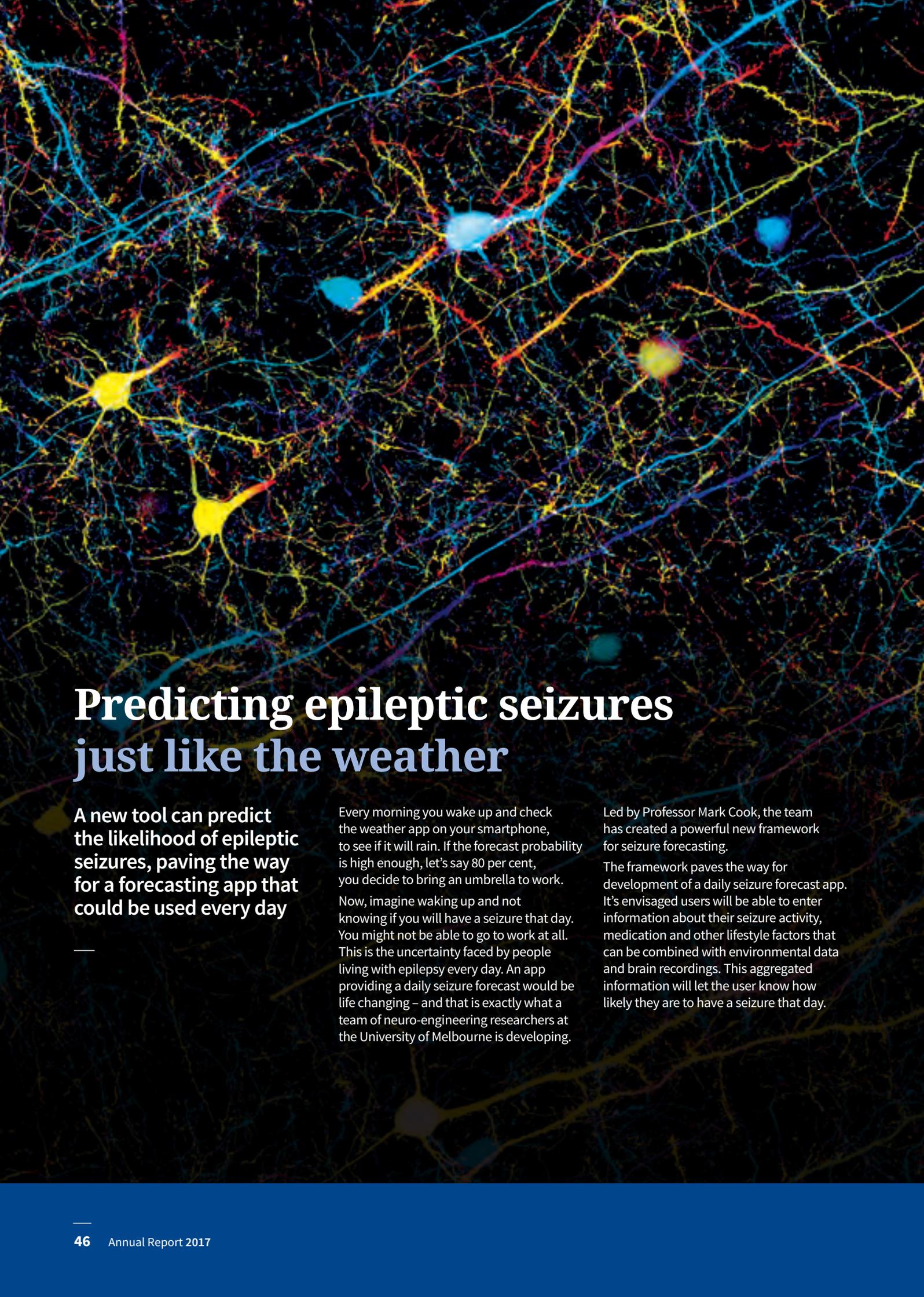
- Increase timely completions while ensuring students have opportunities to develop career skills and engagement
- Increase opportunities for graduate researchers to further develop transferrable and career-related skills
- Expand breadth of PhD Programs available in humanities and social science disciplines, including increased opportunities for peer-learning and mentoring from experienced academics and partners in professional and community organisations



**At the front line developing disease-resistant crops**

Dookie-based sustainable agriculture scientist Dr Dorin Gupta (pictured left with lentil plants at the Dookie glasshouse) is working with a team to develop technology to allow farmers to detect diseases in crops before any signs become visible and, then, breed in disease-resistant genes.

Photograph: Paul Burston, University of Melbourne.



# Predicting epileptic seizures just like the weather

**A new tool can predict the likelihood of epileptic seizures, paving the way for a forecasting app that could be used every day**

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Every morning you wake up and check the weather app on your smartphone, to see if it will rain. If the forecast probability is high enough, let's say 80 per cent, you decide to bring an umbrella to work.

Now, imagine waking up and not knowing if you will have a seizure that day. You might not be able to go to work at all. This is the uncertainty faced by people living with epilepsy every day. An app providing a daily seizure forecast would be life changing – and that is exactly what a team of neuro-engineering researchers at the University of Melbourne is developing.

Led by Professor Mark Cook, the team has created a powerful new framework for seizure forecasting.

The framework paves the way for development of a daily seizure forecast app. It's envisaged users will be able to enter information about their seizure activity, medication and other lifestyle factors that can be combined with environmental data and brain recordings. This aggregated information will let the user know how likely they are to have a seizure that day.



Depending on personal preference and the acuity of the forecasting model, seizure likelihood can be presented as five risk levels, corresponding to 20 per cent increments in seizure likelihood. After long-term monitoring, the forecasts can be personalised in response to individual seizure patterns. Providing patients with probabilities, rather than certainties, is a more realistic way to forecast seizures. People with epilepsy can then tailor their lifestyles to minimise their risk. For instance, only exercising when their seizure forecast drops below 20 per cent, or taking additional protective measures once the forecast climbs above 80 per cent.

The developments come at an exciting time for epilepsy patients. Colleagues have recently developed an implantable device that can continuously monitor electrical activity in the brain. This new implant records from outside the skull, meaning it is less invasive than previous monitors which were surgically implanted, and can be offered to many more patients. Together, the device and the app represent the hardware and software components required to make complex seizure forecasting a reality for people with epilepsy.

Our latest results show patterns of seizure occurrence can be combined with existing models to provide patients with more useful, flexible forecasts. The hope is that these forecasts will become seamlessly integrated into the lives of people with epilepsy. Just as the hourly weather report guides decisions and daily activities, a regular seizure forecast will enable people with epilepsy to regain independence.

*Story by Philippa Karoly  
Full article @ [pursuit.unimelb.edu.au](https://pursuit.unimelb.edu.au)*

# Engagement

**At the University of Melbourne engagement is central to our values and purpose, ensuring that our ethos as a public-spirited institution finds expression through all our endeavours. Engagement connects our teaching and research work with local, national and global communities to create economic, social and cultural value.**

## Highlights

The University engaged with the wider community in 2017 with a suite of activities to contribute to our community, city, country and world, a highlight being the first offering from Science Gallery Melbourne *Blood: Attract and Repel*. Aware of the need for community access to evidence-based knowledge in a post-truth world, senior leaders representing 26 universities across the world met in Melbourne for an Engagement Summit in September to share ideas on how to deliver a return on investment for communities beyond the academy. And into a crowded education marketplace, we launched a new brand campaign – Talent for Every Future – to distinguish and explain the Melbourne Model’s unique ability to future-proof young people entering rapidly changing worlds of work.

## Challenges

As universities the world over come under increased scrutiny, we are working hard to establish clear engagement and impact measurement tools to demonstrate our public value through a clear articulation of our contribution to society, all the while maintaining a rigorous commitment to research and educational independence.

## Progress

Operating as we do in an uncertain political and financial environment, the University’s efforts to become less dependent on public funding are proving fruitful and robust. The Campaign for the University of Melbourne has delivered beyond our expectations, currently on track to surpass our \$1 billion philanthropic goal by 2021.

## Looking ahead

Early in 2018, the University will launch its third Reconciliation Action Plan to guide our reconciliation efforts for the next five years. As an organisation well advanced in a journey of reconciliation, we’re in a position to extend our reconciliation efforts through implementation of projects we believe will have a transformational impact on the development and wellbeing of Aboriginal and Torres Strait Islander peoples.

# Public engagement

## Leading and influencing public conversations and policy development

*Growing Esteem 2015–2020* underlines the importance of programs including public lectures, open days and alumni events in enriching our work and lives on campus and contributing to the value of our research and teaching programs. In 2017 the University encouraged public intellectuals to advance debate on public issues and deepened existing links with partners to make distinctive contributions to the civic and cultural life of the city, state, nation and region.

## Podcasts attract world-wide audience

Hosted by Vice-Chancellor Professor Glyn Davis AC, The Policy Shop podcasts on public policy and the way it affects Australia and the world continued to attract a growing audience, with over 35 000 downloads since it commenced in early 2016.

In 2017 The Policy Shop partnered with the Grattan Institute, the Melbourne Writers Festival and Universities Australia for live podcast events across Australia. Podcast activity at the University has expanded over fivefold in the past 18–24 months, and currently hosts more than 12 student- and staff-led podcasts.

## McKinnon Prize in Political Leadership launched

A collaboration between the Susan McKinnon Foundation and the University, the McKinnon Prize in Political Leadership was launched to recognise courageous, visionary and collaborative political leadership across all tiers of Australian government.

The non-partisan prize is offered in two categories: the McKinnon Political Leader of the Year for politicians with at least five years in office, and the McKinnon Emerging Political Leader of the Year, for those with less than five years in office. Vice-Chancellor Glyn Davis will chair the inaugural selection panel, which will include former prime ministers Julia Gillard and John Howard, as well as distinguished business, political, education and sporting leaders.

## Supporting women to take political office

In 2017 applications for the University's non-partisan Pathways to Politics Program for Women increased by 35 per cent. Since its launch in 2016 as a partnership between the Melbourne School of Government and the Trawalla Foundation, nine of the 50 participants have been pre-selected to run for elected office across four parties at local, state and national levels.

## Hosting the world to explore role of research-intensive universities

In partnership with the Group of Eight (Go8), the University hosted the Global University Engagement Summit in September 2017.

This dialogue between senior leaders brought together 76 delegates from eight countries, representing 26 universities and 14 government and industry organisations. Conversation explored the role and potential for engagement at research-intensive universities and reached a wider audience through extensive global coverage with the leading international publication, *Times Higher Education*.

## Training a new generation of leaders committed to tackling social disadvantage

In 2017 the University welcomed the inaugural cohort of young leaders to the Atlantic Fellows for Social Equity Program established in 2016 through a \$US50 million grant from Atlantic Philanthropies. Over the next twenty years, the program will create more than 400 local change agents across Australia and the Pacific to tackle social disadvantage and help societies succeed and flourish, especially Indigenous communities in Australia, New Zealand and the Pacific.



| 2017 cohort of Fellows from the Pathways to Politics Program for Women on the steps of Parliament House, Spring Street Melbourne (from left to right) Anna Crabbe, Deborah Wu, Jasmine Hill, Emma Samuel, Katerina Theophanous, Soraya Dean and Brooke Dunleavy.

## Contributing to the cultural life of Melbourne and our regions

### Attracting record attendance to Van Gogh and the Seasons exhibition

During the year, the University partnered with the National Gallery of Victoria to stage the most popular ticketed art exhibition ever presented in the state, with 462 262 people attending the Van Gogh and the Seasons exhibition. As part of the partnership University students, academics, alumni and donors were entitled to exclusive access to special learning programs run in association with the exhibition.

### First Science Gallery exhibition drew blood, and crowds

Science Gallery's inaugural exhibition *Blood: Attract and Repel* opened for eight weeks featuring 22 hybrid artworks. More than 150 000 people engaged with Blood through events, online media, outdoor campaigns and events, and 16 738 people visited the exhibition and events in person. The permanent Science Gallery Melbourne, to be housed within the University's innovation precinct, is scheduled to open in 2020.

### Giving the stage to writers on writers

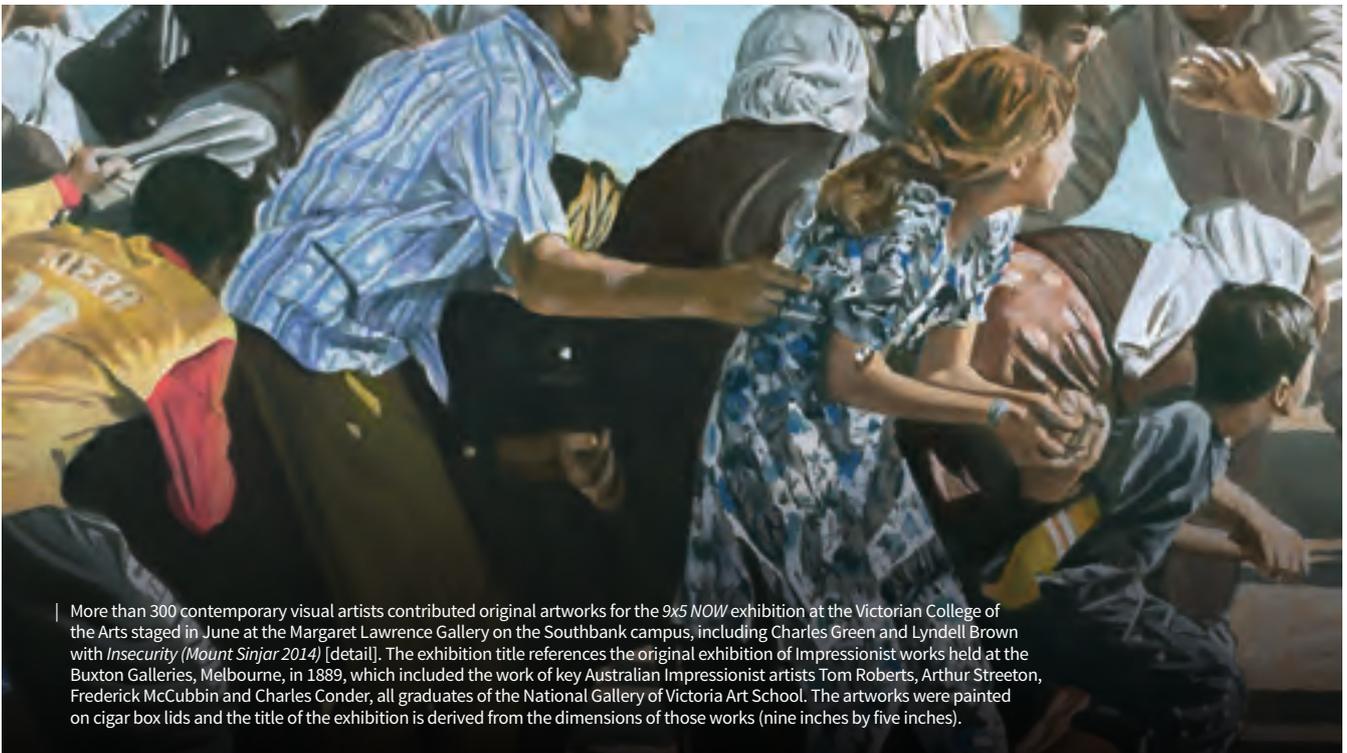
Launched in October, the new book series titled *Writers on Writers* invites six authors, including four alumni of the University, to reflect on the Australian writers who have inspired and influenced them. A collaborative initiative of the University, State Library Victoria and Black Inc., the series hopes to develop new audiences for Australian literature.

### Celebrating 150 years of art at the VCA Art 150

Throughout 2017, Art 150, a year-long program of exhibitions, workshops, public lectures and events, celebrated 150 years of art at the Victorian College of the Arts, where the talents of many of Australia's best-known and most-treasured artists have been nurtured.

Top 10 in the world most awarded advertising campaign for Made Possible by Melbourne

Source: *The Drum*



More than 300 contemporary visual artists contributed original artworks for the 9x5 *NOW* exhibition at the Victorian College of the Arts staged in June at the Margaret Lawrence Gallery on the Southbank campus, including Charles Green and Lyndell Brown with *Insecurity (Mount Sinjar 2014)* [detail]. The exhibition title references the original exhibition of Impressionist works held at the Buxton Galleries, Melbourne, in 1889, which included the work of key Australian Impressionist artists Tom Roberts, Arthur Streeton, Frederick McCubbin and Charles Conder, all graduates of the National Gallery of Victoria Art School. The artworks were painted on cigar box lids and the title of the exhibition is derived from the dimensions of those works (nine inches by five inches).

## University of Melbourne brand campaign Talent for Every Future

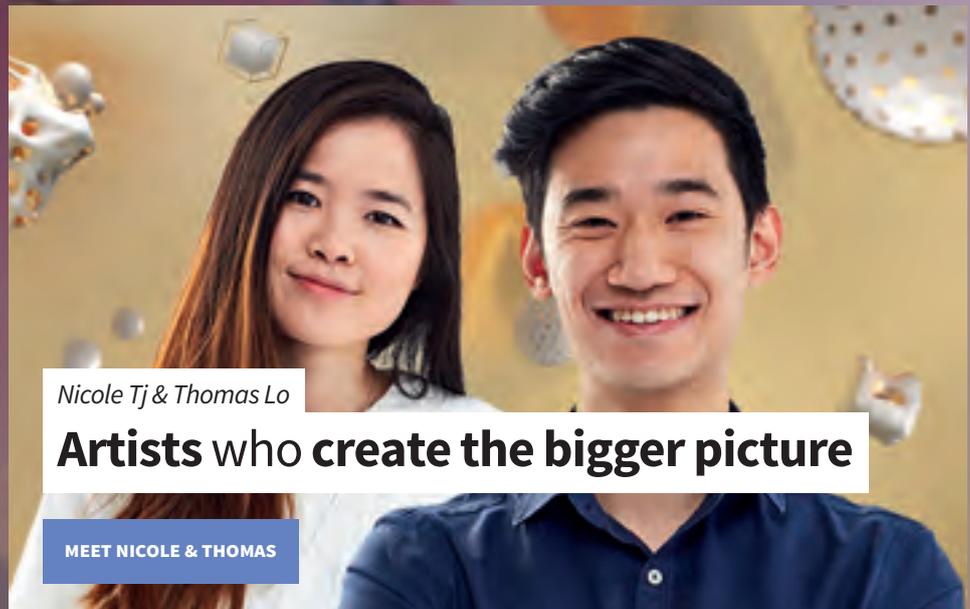
Following our brand campaigns 'Collisions' and 'Made Possible by Melbourne', 'Talent for Every Future' highlighted how collaboration between great minds leads to significant research achievements.

In the lead up to the 10th anniversary of the University's distinctive curriculum, The Melbourne Model, the employer and industry-focused campaign demonstrated the value created through the teaching and learning pillar of the University and showcased how the Model gives students a wider understanding of the world beyond their degree.

### Here's what the employers said...

Performance evaluation data from a quantitative survey showed that the campaign shifted employer perceptions on all key attitudinal metrics, including brand differentiation, campaign awareness, demand of graduate talent and advocacy measures.

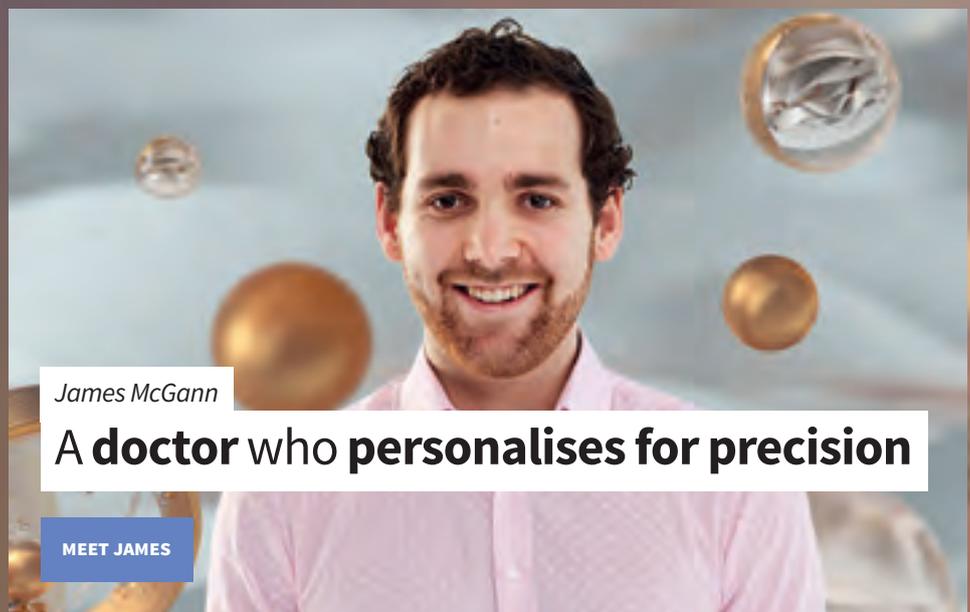
- 29% of employers surveyed were aware of the campaign (industry benchmark 18%)
- 77% of employers agreed the campaign increased their understanding of the Melbourne Model
- 76% of employers said they'd be more likely to hire a University of Melbourne graduate (pre-campaign benchmark 52% – an increase of 24% points)
- The University's Net Promoter Score increased 29 points among employers (an increase of 21% points in the 9–10 scoring category)
- The brand film received over 1 million views and more than 700,000 content engagements



*Nicole Tj & Thomas Lo*

### Artists who create the bigger picture

MEET NICOLE & THOMAS



*James McGann*

### A doctor who personalises for precision

MEET JAMES

#### Showcasing our Melbourne Model graduates

Nicole Tj, Thomas Lo and James McGann are three of the students who featured in the University of Melbourne's Talent for Every Future media campaign. Targeting employers – a key beneficiary of our talent – as its primary audience, the campaign highlighted how innovation and technology are rapidly changing the global marketplace and how universities play a crucial role in helping employers meet the challenges of a volatile, ambiguous, complex and uncertain workplace environment.

## Aboriginal and Torres Strait Islander Communities

### Continuing to set and meet targets through the Reconciliation Action Plan

The Reconciliation Action Plan 2015–2017 (RAP 2) outlines 57 targets and measures to realise the University of Melbourne’s vision for reconciliation. Of these targets and measures, 36 have been met, with a further 17 commenced or on target to be met by the end of 2017. While there are considerable challenges with respect to meeting our Indigenous student and staff headline targets, numbers of Indigenous students and staff have increased.

Work has been underway throughout 2017 to develop RAP 3 (2018–2022), with a shift in focus from the current six action areas (partnerships, cultural recognition, student recruitment and retention, staff employment, teaching and learning strategies, and research) to development of a smaller number of transformational signature projects.

This shift recognises that a range of University and divisional level frameworks and plans which address the action areas incorporated in the current RAP are now firmly embedded in the University’s planning and operations. (See page 66 in Sustainability for further details.)

### Annual reporting continues to evaluate success and areas of concern

In November 2015, the University approved a number of ambitious Indigenous student and staff headline targets within a measurement framework aligned to RAP 2 and associated Indigenous strategies.

In 2017 the Indigenous Outcomes Performance Report outlined progress towards these headline targets and provided an extensive range of additional metrics relating to Indigenous students, research, teaching and learning and Indigenous staff. The report informs the University’s review of Indigenous strategies and programs and the development of initiatives that address identified areas of concern.

### Partnering with Jawun Secondment Program, a first for an Australian university

In 2017 the University seconded its first cohort of staff through the Jawun Secondment Program to travel to and work for six weeks on the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Lands, and communities at Lower River Murray, Lakes and Coorong.

The secondments align with our reconciliation, sustainability and engagement planning and, while building the capacity of Indigenous individuals and organisations, will foster improvements in the intercultural competency and development of leadership skills in our staff, and strengthen our culture and employer brand. (See page 65 in Sustainability for further details.)

### Improving University management of Aboriginal and Torres Strait Islander cultural heritage

In August 2017 the University signed a Letter of Agreement with the Victorian Aboriginal Heritage Council (VAHC) to improve its management of Aboriginal and Torres Strait Islander cultural heritage and assist VAHC and Traditional Owners in the management and return of Aboriginal and Torres Strait Islander ancestral remains, and secret and sacred objects.



## High-profile Indigenous orations again hosted by the University of Melbourne

The University facilitates two high-profile Indigenous public orations a year – the Dungala Kaiela Oration co-hosted by Kaiela Institute in Shepparton, and the Narm Oration on the Parkville campus.

The Dungala Kaiela Oration is an annual celebration of Indigenous cultural identity promoting Aboriginal culture and socio-economic achievement, and creating a shared vision for the people of the Goulburn Murray region. This year's Oration was delivered on 5 July by Professor Marcia Langton AM, Associate Provost, Redmond Barry Distinguished Professor, and Chair of Australian Indigenous Studies at the University of Melbourne.

The Narm Oration, delivered annually since 2009, profiles leading Indigenous people from across the world to enrich our ideas about possible futures for Indigenous Australia.

The University's 2017 Narm Oration, Resilience and Reconstruction: the agency of women in rebuilding strong families, communities and organisations, was delivered on 16 November by June Oscar AO, a proud Bunuba woman from Fitzroy Crossing, and Australia's first female Aboriginal and Torres Strait Islander Social Justice Commissioner.

## Developing pathways into business professions

During 2017, the University's project to increase the number of Indigenous Australian graduates in the business disciplines and the number of Indigenous Australians participating in business development programs was successfully completed. The project was supported by the Faculty of Business and Economics, the Australian Business Deans Council (ABDC), KPMG, Business Council of Australia, and the Federal Department of Education.

Through a design workshop and roundtable discussion involving Indigenous and non-Indigenous academics, business leaders, members of government, and Indigenous students and graduates, three initiatives were identified to be developed by the ABDC, working with representatives from the wider university and business community from September 2017:

- National Indigenous Business Summer School (Professor Paul Kofman, Dean, Faculty of Business and Economics, University of Melbourne)
- Indigenous Industry Fellows Program (Professor Ian Palmer, Pro Vice-Chancellor, Business and Vice President, RMIT University)
- Indigenous Business Students' Network (Professor Mike Ewing, Executive Dean and Vice President, Faculty of Business and Law, Deakin University).

## Launching learning partnership with Shepparton Arts Museum

In April 2017, Associate Provost Professor Marcia Langton AM and Shepparton Art Museum (SAM) Director Dr Rebecca Coates launched a new partnership between SAM and the University of Melbourne.

The learning partnership will support development of significant Indigenous initiatives and activities, embed teaching and learning opportunities for staff and students and establish collaborative, interdisciplinary research with a particular focus on cultural impact.

## Health and education initiatives the focus for Yothu Yindi Foundation partnership

Building on our strong and deep relationship with the Yolngu people of North East Arnhem Land, this year the University of Melbourne sponsored the Key Forum program at the Garma Festival, with our professional staff also contributing to the festival volunteer program.

In 2017 the University established an oral health placement program with Miwatj as the primary Indigenous-led health service for North-East Arnhem Land and commenced design of an MTeach placement program with the NT Department of Education and Yothu Yindi Foundation.

## Recognising national impact of regional Indigenous leaders

Addressing this year's Dungala Kaiela Oration, Professor Marcia Langton AM, Chair of Indigenous Studies and Associate Provost of the University of Melbourne, spoke of the important contributions made by the Indigenous people of the Greater Shepparton region towards ending Indigenous poverty and disparity in the national context, particularly with their input to the Empowered Communities: Empowered Peoples Design Report. (Pictured: the Dungala Childrens' Choir, led by Yorta Yorta soprano Deborah Cheetham, entertained the packed audience at the Rumbalara Football Netball Club in Shepparton.)

# Industry engagement

In 2017 the University formed partnerships and alliances with collaborators, supporters, industries and professions to focus, enrich and apply its research.

In the overarching strategy *Growing Esteem 2015–2020*, the University outlines plans for providing additional industry-based experiences for graduates through internships and placements. The University will also embed industry engagement within academic programs to enhance graduates' industry knowledge and experience.

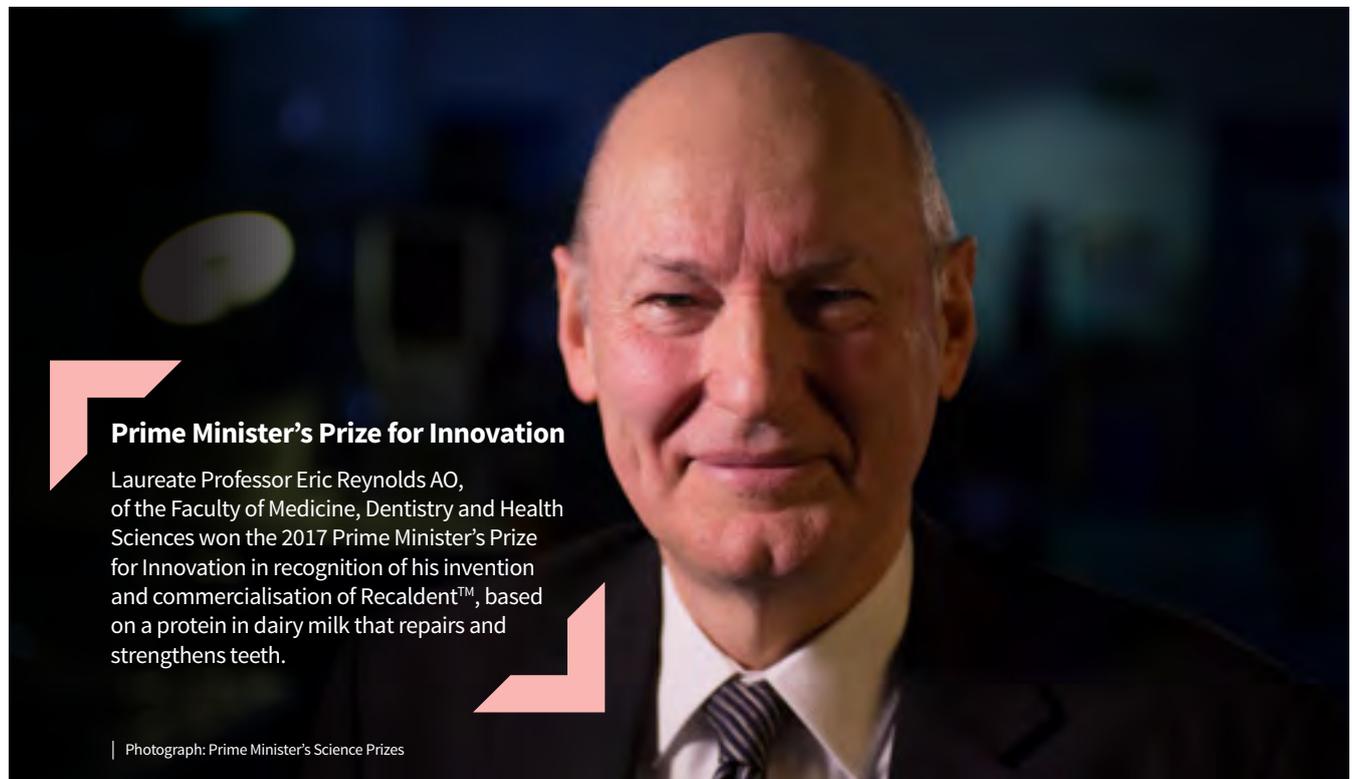
## Partnering with industry to translate great research into world-changing businesses

During the year, the University, together with the other Group of Eight (Go8) Universities and the University of Auckland, entered a 20-year agreement with IP Group, a leading intellectual property commercialisation company. A key feature of the agreement is IP Group's commitment of a minimum of \$200 million over the first 10 years to fund investments in spin-out companies based on the intellectual property developed by academics at the nine universities.

## Boosting biomedical drug development and funding

The commercial operations of BioCurate, a joint venture between the University of Melbourne, Monash University and the Victorian State Government, began in early 2017. Currently capitalised at \$60 million, with an ambition to raise additional capital, BioCurate targets the early phase of development and provides the commercial focus, expertise and funding necessary to boost successful translation and commercialisation of biomedical drug development. Dr Glenn Begley, appointed CEO of BioCurate, will be bringing on his professional team in early 2018.

Over 100 collaborative agreements and MoUs forged with corporate, government and community research partners in 2017



## Prime Minister's Prize for Innovation

Laureate Professor Eric Reynolds AO, of the Faculty of Medicine, Dentistry and Health Sciences won the 2017 Prime Minister's Prize for Innovation in recognition of his invention and commercialisation of Recaldent™, based on a protein in dairy milk that repairs and strengthens teeth.

| Photograph: Prime Minister's Science Prizes

# International engagement

The University of Melbourne embraces the vital contribution that over 24 000 international students from over 130 countries make to its culturally vibrant academic community and the part they play in sharing knowledge and developing long-lasting relationships between Australia and the global community. This year, the University released its international strategy and continued to enhance its international partnerships.

## International strategy released

In 2017 the University of Melbourne released its *International Strategy 2017–2020*. The strategy articulates the University's key strategic directions for international engagement and, guided by six principal commitments, aims to strengthen the University's international engagement and global impact and standing through scale, innovation and focus. Through global partnerships, research collaboration and student and staff mobility, our international interactions will enhance our scholars' impact, our students' education and our relationships with business, governments and communities.

## Strengthening international engagement through bilateral agreements

In 2017, the University strengthened its international engagement with the signing of 23 new bilateral agreements, including university-wide agreements with the University of Johannesburg (South Africa), University of Potsdam (Germany) and University of Richmond (USA).

## Enhancing offshore opportunities leads to higher student engagement

Throughout the year, the University enhanced and increased the range of offshore opportunities for students to gain a global perspective and be competitive as graduates in a global economy.

In addition to an increase in the number and diversity of new programs developed and offered, simplified administrative processes, an intensified focus on outcomes, and significant success with externally funded grants supported more students to participate offshore programs.

## Melbourne plans 21st celebrations of Universitas 21

As a founding partner of the Universitas 21 (U21) network, the University of Melbourne is preparing to host the 21st birthday celebrations of U21 at the Annual General Meeting in 2018. Planning is underway for the visit of presidents and senior leaders from 25 member institutions in 17 countries around the world who will attend the 3-day conference in early May. The U21 Health Sciences Annual Meetings will also be hosted at the University in September 2018.

## Major ARC grant will inform Australia's agricultural trade relationship with China

With the Australian Research Council (ARC) Discovery grant awarded in 2017, Professor Christine Wong and Dr Sarah Rogers (Centre for Contemporary Chinese Studies) will work with Dr Brooke Wilmsen at La Trobe University and academics from three Chinese universities to analyse impacts of the restructuring of China's agriculture and rural society. The grant will enable new data to be collected in three provinces for in-depth analysis of China's political and administrative systems, the nature of agrarian change in rural China, and the pace of agricultural restructuring.

| Photograph: Sarah Rogers

## Asia engagement 2017 highlights

### Asialink

Asialink supported the Commonwealth Department of Foreign Affairs and Trade to develop its 2017 Foreign Policy White Paper by delivering consultations in partnership with PwC. 160 distinguished leaders and experts were drawn from business, the cultural sector, education, health, youth diplomacy, and security and foreign policy.

Asialink Education Foundation established three new partnerships – with Singapore, the Philippines and Brunei – and renewed existing partnerships in seven countries across Asia. The Australia-Asia BRIDGE School Partnerships now operate across 11 countries, involving 660 schools, 985 teachers and over 100 000 students.

Asialink Arts launched Global Project Space, adopting a fresh approach to global cultural engagement. Focusing on artist exchanges and public commissions, in 2017 the project delivered 27 residencies for Australian artists in 11 Asian countries and collaborated with 39 organisations in Australia and Asia.

Asialink Diplomacy has continued to grow the capacity of young and inspiring leaders through the newly launched Australia-ASEAN Emerging Leaders Program (A2ELP), and through the launch of the Women in Leadership video project in Singapore with the Governor of Victoria, the Hon Linda Dessau AC.

Asialink Business' launch of 'Match Fit: Shaping Asia capable leaders' signalled a call to corporate Australia to urgently address its Asia-capability skills deficit. Asialink Business also expanded the reach of its business-focused face-to-face training, with 40 per cent growth in the number of training participants year on year.

Asialink Business also renewed its partnership with the Australian Government (through the Department of Industry, Innovation and Science), enabling continuation of the workshops equipping Australian workers with practical skills and business insights needed to unlock new markets in Asia.

### Australia India Institute

In 2017 the Australia India Institute obtained \$5.3 million of new funding from the Commonwealth Government, widened its network of postdoctoral researchers – the New Generation Network to include 13 scholars working on contemporary India – and built stronger links with universities across Australia and India.

High profile guests hosted by the Institute included the former Finance Minister of India, Mr P Chidambaram. An academic conference convened by the Institute in October was the first bilingual Hindi-English conference to be held in Australia.

The Victoria India Internship Program, delivered for the Victorian Government, provided a series of Indian-based internships for Victorian students and recent graduates and additional internships based at Indian companies in Victoria.

The Institute provided essential briefing notes to the Prime Minister, the Minister for Education and Training, and the Governor of Victoria prior to their 2017 official visits to India, with additional in-country support provided by the Institute's Delhi office.

The Very Short Policy Briefs series published four issues in 2017, providing practical policy recommendations to government and business sectors on higher education, vocational education and skills, Indian GST and climate adaptation by local government in India.

Throughout the year, the Institute convened a series of roundtables promoting bilateral trade and investment relationships and opportunities in sectors such as health technologies, energy and resources, logistics, and cultural entrepreneurship.

### The Nossal Institute

The Nossal Institute for Global Health supports improved health in vulnerable communities, working with partners on leadership and governance to address health systems reform in the Asia-Pacific region.

In 2017, 101 participants representing more than 60 countries attended the blended learning program in strengthening health systems contracted by the United Nations International Children's Emergency Fund (UNICEF). During the year, the Nossal Institute also collaborated with the United Nations (UN) Economic and Social Commission for Asia and the Pacific (ESCAP) on a midpoint review of the Asian and Pacific Decade of Persons with Disabilities 2013–2022.

# Alumni and supporters

We continue to engage alumni in the life of the University, with a focus on creating increased mentorship opportunities, student recruitment, advocacy and mentoring. The generosity, vision and enthusiasm of alumni and friends of the University continued to have transformative impact this year.

## Campaign on track to achieve \$1 billion milestone

The support of the University community through *Believe – the Campaign for the University of Melbourne* has ensured the University is on track to achieve its aim of raising \$1 billion and engaging 100 000 alumni by 2021. In 2017, \$117.6 million had been raised and over 8000 alumni engaged through the Campaign.

While the Campaign targets provide useful goals for the University, the true value of supporters' generosity can be seen in what it has made possible.

Financial gifts have supported scholarships, enabled life-changing research and created new opportunities for engagement with the community beyond University boundaries.

Thanks to alumni volunteers, thousands of students have been provided with mentors, and programs across the University have benefited from increased alumni involvement.

## Strengthening society through the generosity of donors

The generous support of donors demonstrated a commitment to aiding society and the state. The Peter McMullin Centre on Statelessness, funded by a gift from Peter and Ruth McMullin, will be the world's first academic centre devoted to the rights of stateless people. The Centre, sitting within the Melbourne Law School, will work with many organisations, including the United Nations, to support public policy and law reforms concerning more than 10 million people around the world who have been denied a nationality.

The Susan McKinnon Foundation's ambition to honour outstanding political leadership resulted in the creation of two prizes. The annual prizes, managed by the Melbourne School of Government, will be awarded from 2018.

## Resolving major global health challenges

The University's position within the Melbourne Biomedical Precinct, and as a member of the new Victorian Comprehensive Cancer Centre (VCCC) alliance, was strengthened by a \$3.97 million investment by the Li Ka Shing Foundation (LKSF) in precision oncology research at the University of Melbourne Centre for Cancer Research (UMCCR). Support from the LKSF will upscale genomic sequencing and data collection capacity at the UMCCR, with the goal of identifying new drug targets and treatments for upper gastrointestinal cancers. The gift also establishes a clinical knowledge exchange between the Peter MacCallum Cancer Centre and the Shantou University Medical College Affiliated Cancer Hospital. In November, research at the UMCCR was further bolstered by a \$3 million gift from the Peter MacCallum Cancer Foundation.

**26 academic chairs** established through *Believe – the Campaign for the University of Melbourne* since launch

PROGRESS AND TARGETS		IN 2017	BY 2021
\$117.6 million of \$76 million target	✓	\$746.7 million	\$1 billion
8340 new alumni engaged of 7000 target	119%	72 640 engaged alumni	100,000

## Dedicated to advancing Indigenous communities

The year 2017 witnessed great investment in Australia's Indigenous population, and donors working with the University to bridge inequality and support Indigenous Australian culture.

A significant gift from the estate of Duncan Leary provided the University with one of the largest bequests in its history and will aid research, preservation and the teaching of Indigenous languages. The Murrinhpatha language spoken by the Northern Territory Wadeye community has a linguistic peculiarity. Whenever a sentence is spoken that mentions a group of people, that sentence must specify whether the people to whom the speaker is referring are siblings or not. The language thus forces the speaker to constantly consider their relationship to the people around them. The work of the Research Unit for Indigenous Language is working to ensure that this knowledge endures. Established in 2013, the Unit investigates language acquisition, grammar structures, and the development of new languages or language structures that evolve due to the intermingling of English with the Indigenous language.

The Chair in Archaeological Science, established with support from the Kimberley Foundation Australia, Chancellor Allan Myers AC QC, and the Minderoo Foundation, will advance

scientific understanding of Indigenous Australian rock art. The Chair was the 25th philanthropically endowed Chair established through *Believe – the Campaign for the University of Melbourne*.

The inaugural Atlantic Fellows for Social Equity program, launched in October, will support a new generation of Indigenous leaders in tackling social inequality.

In November, a gift from Agilent Technologies actively supported the University's Reconciliation Action Plan 2015–2017 (RAP 2) commitment to increasing Indigenous participation in science, technology, engineering and mathematics.

## Establishing a strengthened alumni community

More than 8000 alumni contributed to the life of the University as donors, volunteers and event attendees in 2017.

The University continued expanding its mentorship offering in 2017, with new programs piloted in the Faculty of Arts and Faculty of Science. These built on existing successful mentoring platforms in the Melbourne Law School and the Faculty of Business and Economics. The University, which aims to eventually provide an alumni mentor for every student wishing to have one, will extend mentoring in 2018 to several more faculties.

Alumni engagement with the University's role as a research leader was deepened

through highly successful events in Kuala Lumpur, Jakarta and Sydney. These events centred on the role University expertise plays in shaping tomorrow's world and featured leading researchers discussing their work.

The University benefited from the input of many alumni who gave their time to sit on committees and boards across the University.

In particular, the University Alumni Council, led by President Dr Joseph Doyle, continued to provide valuable strategic guidance University-wide. Three new members were elected as representatives for the 2017–18 term, with representatives now originating from eight of the University's 10 faculties and graduate schools.

*Believe – the Campaign for the University of Melbourne* was supported by the expertise of Chair Leigh Clifford AO, and Deputy Chairs Martyn Myer AO, and Jane Hansen.

# 385 094 living alumni

## Top 5 locations

**Australia** – 218 097

**Malaysia** – 7347

**United States** – 6481

**Mainland China** – 5262

**Singapore** – 5237

## The impact of Believe – the Campaign for the University of Melbourne



**26**  
academic  
chairs



**334**  
scholarships and  
awards funded

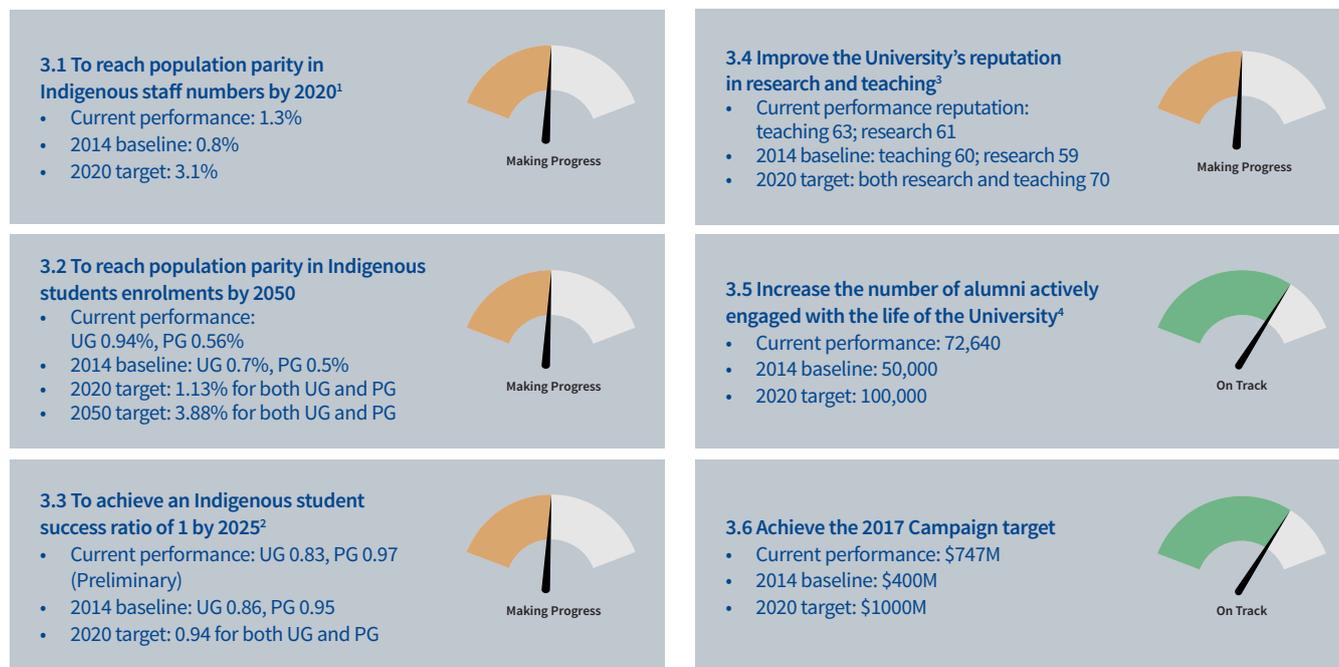


**7926**  
alumni  
volunteers

# Engagement

## Evaluating our performance

Assessment of performance provided below is for the six key indicators central to achievement of *Growing Esteem 2020* engagement priorities



<sup>1</sup> Measured as FTE of continuing and fixed term staff

<sup>2</sup> Success rate (passed EFTSL as percentage of attempted EFTSL) of Indigenous students compared to success rate of non-Indigenous students

<sup>3</sup> Reputation in research and teaching is measured by Times Higher Education World University Rankings reputation scores

<sup>4</sup> Engaged through internships, teaching, cultural and industry engagement and philanthropy

## 2017 performance against key indicators

- Increased Indigenous staff participation rate to 1.3%
- Tripled Indigenous professional staff numbers (currently at 1.87%)
- Improved number of undergraduate Indigenous students (0.94%)
- Remained highest-ranked institution nationally for academic reputation in the Times Higher Education (THE) World University Rankings
- Improved international teaching reputation, from 62 in 2016 to 63 in 2017
- Enhanced communications with alumni (72 640 as at 31 December 2017)
- Exceeded projections to meet \$1 billion philanthropic goal by 2021

## 2018 opportunities and challenges

### Public engagement

- Continue implementation of the Engagement at Melbourne strategy, aligned with national frameworks for measuring research engagement and impact
- Commence development of Melbourne Innovation Districts, including through participation in the MIT Regional Entrepreneurship Acceleration Program
- Commence development of public policy precinct, to leverage University's policy-focused assets and relationships to advance public policy
- Deliver phase four and build on the success of the Talent for Every Future brand campaign, showcasing value of the curriculum and highlighting impact and legacy of the Melbourne Model
- Focus on concept of 'Perfection' for Science Gallery Melbourne's 2018 exhibition
- Develop partnerships with international cultural organisations, such as National Heritage Board Singapore, in support of collections-based teaching and research
- Partner with National Gallery of Victoria for Masterworks from MoMA exhibition featuring 130 years' radical artistic innovation from one of the world's most iconic museums
- Incorporate object-based learning into broad range of humanities and social sciences subjects and disciplines, such as ancient world studies, archaeology, art history, classics, creative writing, cultural studies, history, literature and politics
- Continue strategic recruitment of Enterprise Professors and Fellows from industry, government, professions and community
- Monitor outcomes of University-led national project Developing Pathways into the Business Professions for Indigenous Peoples
- Further explore pathways for recruiting Indigenous students into wider range of programs, particularly those with proportionally low numbers of Indigenous student enrolments

- Strengthen efforts to increase Indigenous employee population parity as part of new Reconciliation Action Plan (RAP 3) for 2018–2020
- Convert social media interactions into meaningful engagement opportunities
- Implement Goulburn Valley engagement plan
- Develop business case for viability of Munarra Centre for Regional Excellence

### Industry engagement

- Drive increased engagement with industry, including providing more opportunities for students and leveraging implementation of the University's Enterprise Agenda
- Establish robust performance framework against new Agenda to complement, and be part of, new set of key performance indicators

### International engagement

- Implement initiatives to achieve key priorities outlined in International Strategy 2017–2020 and Enterprise Agenda
- Recognise difference and build awareness of opportunities to build capacity in cross-cultural awareness through Diversity and Inclusion Implementation Plan 2016–2020
- Support development of enhanced student mobility opportunities through Student Recruitment Plan
- Remain highest-ranked institution nationally for academic reputation in Times Higher Education (THE) World University Rankings
- Host Universitas 21 (U21) Annual General Meeting and Health Sciences Meeting in 2018
- Focus and deepen collaborative relationships with key institutional partners aligned to goals of the International strategy at University and divisional level
- Strengthen participation in global arena through events such as Global Engagement Summit
- Continue to develop Graduate Online program and associated marketing and communications to maximise opportunities for growth in international engagement



**Peter McMullin Centre on Statelessness**

In 2017 University of Melbourne alumni, Peter and Ruth McMullin, made one of the most significant gifts in the history of Melbourne Law School to establish the world's only academic centre devoted to the problem of statelessness. The McMullins' amazing generosity will enable research and expertise to support efforts in lobbying governments around the world to better protect stateless people, like this little boy who is locked out from attending school. And, in time, end the problem of statelessness altogether.



# Confronting the feel, smell and taste of blood

**Would you drink from a cup made from blood once infected with HIV? The inaugural exhibition from Science Gallery Melbourne challenged our deeply held beliefs about blood**

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Human blood can be made into bio-plastic. It is dried, powdered, moulded into a shape, heated to 200 degrees Celsius and put under 10 tonnes of pressure. It might become an ornament or a bowl or a drinking cup.

But what if a person with the HIV virus had donated the blood in the bio-plastic? Would you touch it, eat from it, drink from it?

Science says you shouldn't be at all bothered. The bio-plastic will be completely sterilised once heated to 120 degrees. But would you hesitate?

Plastic objects made out of blood infected with HIV and Hepatitis B are the creation of German artist Basse Stittgen and were among the many intriguing, confronting and beautiful artworks displayed in Science Gallery Melbourne's 2017 inaugural exhibition, *Blood: Repel and Attract*. Here, science and art met in a way guaranteed to disturb and enlighten.

Visitors were able to not only feel blood, but also smell and even taste it.

For Professor Sharon Lewin, a University of Melbourne infectious diseases physician and director of the Peter Doherty Institute for Infection and Immunity, who helped select the artwork, *Blood* was a unique opportunity for art and science to confront the mysteries and fears that surround blood, and inform us along the way.

"I think if you asked people in the community were they at risk of catching HIV from sharing a cup, most would say they were, and many others would feel slightly uncomfortable at the prospect. But there is no risk at all," she says.

She says misconceptions, stoked by emotion and fear, drive the stigmas that are so often attached to people living with infections such as HIV.



“To lose that emotional reaction you have to understand and trust the evidence. We still have a long way to go in better communicating these messages.”

Science Gallery Melbourne is part of the world-wide Science Gallery International network of university-linked galleries dedicated to promoting public engagement with art and science. *Blood*, curated by creative director Dr Ryan Jefferies, was inspired by the 2015 exhibition of the same name hosted by Science Gallery Dublin at Trinity College. Science Gallery London at King’s College hosted its own *Blood* program last year.

One of Professor Lewin’s favourite works in the Science Gallery’s exhibition was *One drop of blood* by Queensland artist Daniel Elborne, who made 20 000 porcelain white blood cells the size of pebbles.

That’s the approximate number of infection-fighting white blood cells in a single drop of blood in someone with a high-ranging white blood cell count. Viewers of the work were invited to take away the white pebbles in a symbolic representation of the falling white blood-cell count that cancer patients suffer when they undergo chemotherapy.

“It was a beautiful and haunting representation of what happens to people during chemotherapy,” Professor Lewin says.

*Science Gallery’s Blood: Attract and Repel* exhibition ran from 2 August to 22 September at the Frank Tate Building at the University of Melbourne, Parkville

Story by Andrew Trounson  
Full article @ [pursuit.unimelb.edu.au](http://pursuit.unimelb.edu.au)

# Sustainability

## Highlights

At the University of Melbourne, sustainability embraces, and goes beyond, a commitment to carefully consider the physical environment. Across all our endeavours to securing a sustainable future – organisational, financial and environmental – 2017 was a year of significant achievement. We demonstrated impressive leadership with the release of our Sustainability Plan to chart an ambitious course to 2020, receiving a world-leading 6-star rating for our Green Star Communities project for the Parkville campus, and securing renewable energy through power purchase agreements. We ensured sufficient financial capacity to invest in key strategic initiatives, achieving AA+ credit rating on a stand-alone institutional basis and worked capital markets to lock in long-term funding at historically low rates. And we continued to develop the capabilities of our people, securing the infrastructure necessary to meet a number of the University's strategic goals, including a new engineering campus, redevelopment of the former Royal Women's Hospital site and a new Conservatorium of Music.

## Challenges

With government funding policy continuing to be uncertain, exerting pressure on revenues from the Commonwealth Grant Scheme among other critical areas, the future of higher education funding in Australia looks likely to remain an enduring political issue. As a result, our focus is fixed on diversifying income streams to ensure greater self-sufficiency.

## Progress

In 2017 the University continued efforts to ensure diversity at every level of our operations. A key indicator of progress was our continued engagement with Athena SWAN, a program which evaluates and accredits organisations that demonstrate commitment to improved career opportunities and outcomes for women in Science, Technology, Engineering, Mathematics and Medicine (STEMM). We are happy to now be on track to receive bronze accreditation in 2018. Throughout the year, we capitalised on the strong market appetite for financing partnerships. We invested strongly in the management of our portfolios, with priority given to the capital project pipeline and endorsement of a \$3 billion program over a future 10-year period, and allowing for additional strategic investment resources over the three-year rolling budget cycle.

## Looking ahead

Given IT systems now enable virtually every work and learning process, our focus in the coming year will be to reduce turnaround times and improve service quality even further. And, after a comprehensive review, the University's new IT architecture will create a clear enterprise roadmap to guide future digital development.

# Organisational sustainability

In the overarching strategic plan, *Growing Esteem*, the University identifies the threats posed by developments in digital technology to ensure they are harnessed to support core business activities. Also outlined are plans to facilitate the attraction, retention and recognition of outstanding academic and professional staff, implement a best practice framework for campus planning and successfully embed the Melbourne Operating Model.

In 2017 the University continued to support and develop our people and demonstrated continuous improvement in the shared services environment.

## Developing leadership capabilities of our people in 2017

- The Senior Executive Development Program was launched in association with the Personal Insights Stream of the Top 100 Leadership program. The University will partner with global universities, organisations and institutions to deliver the second phase of the program.
- The Women in Leadership Program continues to provide a unique and highly valued learning experience.
- A tailored leadership and supervision skills program was delivered to support academic staff who had been newly appointed Heads of Department.
- The Manager Development Program (MDP) was implemented for middle management with responsibility and accountability for the performance of their staff.
- Twenty-five junior professional staff members undertook the capacity building Graduate Program for junior professional staff, with an additional 10 new graduates commencing in February 2018.

## First university to join specialist secondment program for Aboriginal and Torres Strait Islander professionals

The Jawun Secondment Program facilitates corporate, government, philanthropic and Indigenous partnerships to build Indigenous capacity and advance Indigenous-led initiatives in nine regions across Australia.

In 2017 the University became a formal partner of the Jawun Secondment Program. As the first university in Australia to do so, we committed to seconding six staff across academic and professional leadership roles each year for a six-week period from 2018. As well as supporting growth of Indigenous capacity, our partnership with Jawun will help develop intercultural competency and leadership capability across the University, in alignment with the reconciliation, sustainability and engagement strategies outlined in our Reconciliation Action Plan.

## Enhancing excellence in academic careers across the University

In early 2017 the University launched and implemented the Academic Capacity and Careers Work Program as an integrated model for academic recruitment, confirmation, promotion, and Performance Development Framework (PDF). The program features new annual and triennial PDF processes and a conceptual academic performance framework model to run across the academic career lifecycle and has been designed to further enhance academic excellence and support individual academic careers at the University.

### ARC Laureate Fellows

The University is proud to have three female ARC Laureate Fellows undertaking ambassadorial and mentoring roles to promote women in their disciplines

**Professor Joy Damousi**, School of Historical and Philosophical Sciences

**Professor Anne Orford**, Melbourne Law School

**Professor Leann Tilley**, Biochemistry and Molecular Biology, Bio21 Molecular Science and Biotechnology Institute

## Diversity and inclusion

### On track to apply for Athena SWAN bronze accreditation

As a participant in the first phase of the Australian pilot of Athena SWAN, the evaluation and accreditation program established in the UK over 10 years ago to improve career opportunities and outcomes for women in Science, Technology, Engineering, Mathematics and Medicine (STEMM), the University is on track to submit an application for bronze accreditation in March 2018, having conducted an extensive diagnosis of current status and barriers.

### Shifting focus for next phase of Reconciliation Action Plan

Development of the University's Reconciliation Action Plan 2018–2022 (RAP 3) is well underway. RAP 3 will see a shift in focus to 12 transformational signature projects addressing themes of: Our Place, Purposeful Partnerships, International Engagement, and Leadership for Change, and are mapped against the Reconciliation Australia Framework of Respect, Relationships, and Opportunities.

The shift in focus recognises that the action areas incorporated in our current RAP are now firmly embedded in the University's planning, architecture and operations on a central and faculty level. The convening panel for RAP 3 included the University's Traditional Owners and Elders, Indigenous leadership, Indigenous students and staff, and staff from Reconciliation Australia.

### Indigenous staff (continuing and fixed term)

2013	2014	2015	2016	2017
64	73	79	87	96

### Athena SWAN – addressing underrepresentation of women

As members of the international Athena SWAN Charter, the University of Melbourne focuses on two key aims: to retain women in mid-career by ensuring a productive career trajectory, and to increase the number of women professors and professional leadership. The University is proud to have four female Australian Research Council Laureate Fellows –Georgina Sweet Laureate Professor Leann Tilley (pictured right with two of her students in the Biological Optical Microscopy Platform at Bio21 Molecular Science and Biotechnology Institute), and ARC Kathleen Fitzpatrick Laureate Fellows Professor Joy Damousi, Professor Anne Orford, and Professor Adrienne Stone. As Laureate Fellows, Professors Tilley, Damousi, Orford and Stone undertake ambassadorial roles to promote women within their disciplines. All four are strong role models for women in research, both within the University and nationally.



## Employment practices

### Managing employment practices and workforce issues

The University's key workforce strategies include *Growing Esteem 2015–2020*, *People Strategy 2015–2020*, the Diversity and Inclusion strategy, the Reconciliation Action Plan (RAP), and the Indigenous Employment Framework 2014–2016.

Enabling policies for managing employment issues include the Academic Appointment Policy, Appropriate Workplace Behaviour Policy, Health and Safety Policy, Privacy Policy and various policies addressing specific employment practices, such as leave, relocation, remuneration, performance and professional development.

Employees are further supported with programs such as the Employee Assistance Program, Staff Wellbeing Program, Academic Women in Leadership Program, and the Manager Development Program, among others.

### Melbourne Operating Model achievements

*Future-proofing operations in the face of policy uncertainty, competitive pressure and growth*

#### The method

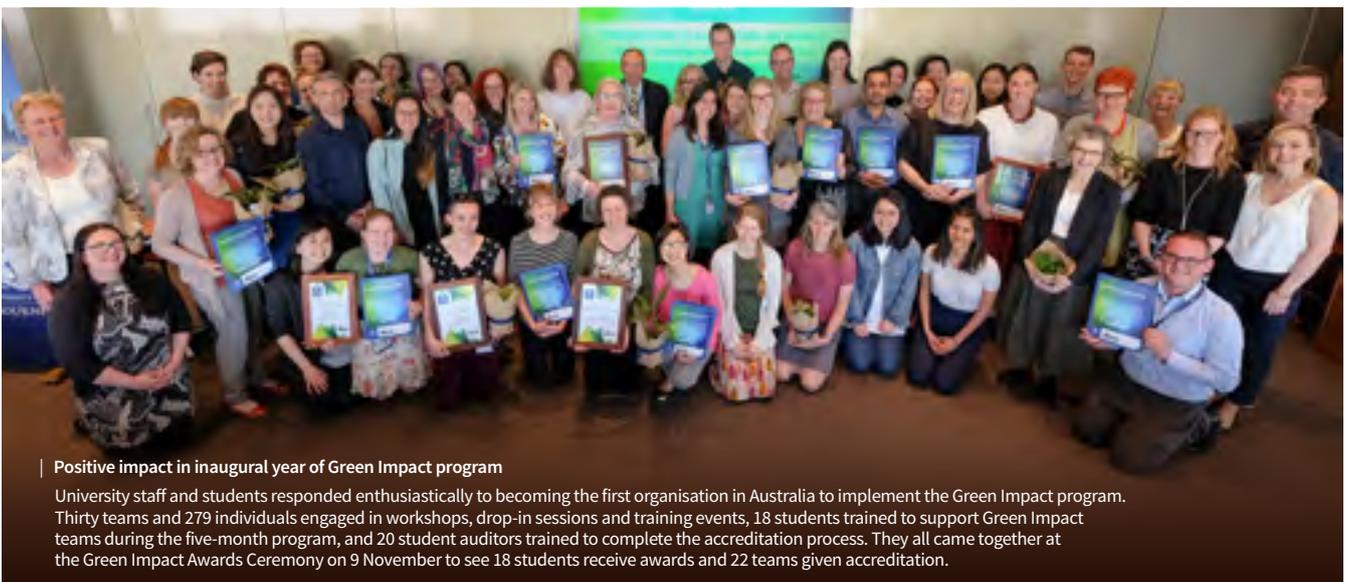
- Tightly focused strategic Chancellery with greater executive bandwidth to lead strategy and major initiative activity
- Redesigned Academic division support services to focus on core academic activity
- Comprehensive University-wide shared services organisation for transactional and expert services – a world first for the Higher Education sector

#### The savings

- Reduction in operating costs of over \$100 million per annum from reduced staffing and improved procurement
- Ongoing savings from shared services scale, with further reduced support services cost per dollar of operating income of approximately 1.5 per cent since inception (approximately \$30 million per annum)
- 80 per cent of savings reinvested in academic divisions for teaching and research

#### The benefits

- Reduced policy complexity from extensive policy rationalisation
- Industry-funded research business development team
- Consolidated student support services
- Best practice staff on-boarding
- Transactional process improvements
- Leadership in robotic process automation
- Modernised risk management practices
- Revised regulatory framework



#### Positive impact in inaugural year of Green Impact program

University staff and students responded enthusiastically to becoming the first organisation in Australia to implement the Green Impact program. Thirty teams and 279 individuals engaged in workshops, drop-in sessions and training events, 18 students trained to support Green Impact teams during the five-month program, and 20 student auditors trained to complete the accreditation process. They all came together at the Green Impact Awards Ceremony on 9 November to see 18 students receive awards and 22 teams given accreditation.

## Digital capacity

### Planning for an increasingly complex IT environment

As is the case in most large organisations, the University's technology environment is becoming increasingly complex, with key applications reaching the end of their useful life, and key functions being migrated to the cloud.

This year, the University established an Infrastructure Services team within IT architecture to guide future project development.

The team undertook a comprehensive review of the current frameworks supporting research, teaching and learning, shared services, business intelligence, customer engagement and IT foundations. The resulting catalogue of applications and technology informed development of a comprehensive set of plans for each area to support future decisions about architecture governance, strategic investment, solution selection and design.

### Increasing and enhancing help desk support and troubleshooting

The Staff Services online portal was implemented in 2016, originally designed for the IT helpdesk.

The portal is used by staff to report problems, access troubleshooting guides, track service requests, and interact with support staff in an interactive environment.

During 2017, portal services expanded to include IT, HR, parking, venue management, payroll, University Library and student and teaching support, and key exams and admissions services. Work is now underway to integrate further services in 2018, such as graduations, enrolments and course advice, record services, research contracts, and health and safety.

At the same time, the University's focus is to improve service satisfaction across all teams, measured by a Net Promoter Score (NPS). The overall satisfaction score at the end of Quarter 3 was 84 per cent.

### Embedding continuous improvement in a shared services environment

University Services' 2015–2016 Service Improvement Program (SIP) was completed across most portfolios by the end of December 2016.

From March 2017, a service improvement function was established to further embed continuous improvement in a shared services environment, and to partner with faculties on problem solving and service enhancements for students, staff or researchers.

In 2017 the Service Improvement team's focus was to provide coaching on Lean Agile Six Sigma (LASS) and Robotics Process Automation (RPA) to University Services and Faculty projects for the benefit of students, researchers and staff. Twenty projects were delivered, including faster service turnaround times, improved service quality, coaching on how to apply these tools and techniques, and how to develop a continuous improvement operating rhythm.

### Automated process improvements in 2017

- Melbourne School of Design Graduate admissions halved from 66 days (and still improving)
- Victorian College of the Arts/ Melbourne Conservatorium of Music audition and admissions – 77 per decrease in applicant complaints overall, two-day gain on admissions process
- Trinity College Foundation Studies results now entered directly into StudentOne with no manual intervention – over 430 entries completed within 3 hours (compared to one week)
- Replication of Trinity College automatic interaction for twice-yearly International Baccalaureate results and StudentOne
- Faculty-wide consolidation of sessional staff recruitment in Arts resulting in 80 per cent reduction in process completion
- Smart data input tool to automate IT access for new staff within 4 hours

# Financial sustainability

## Planning for financial sustainability in the longterm

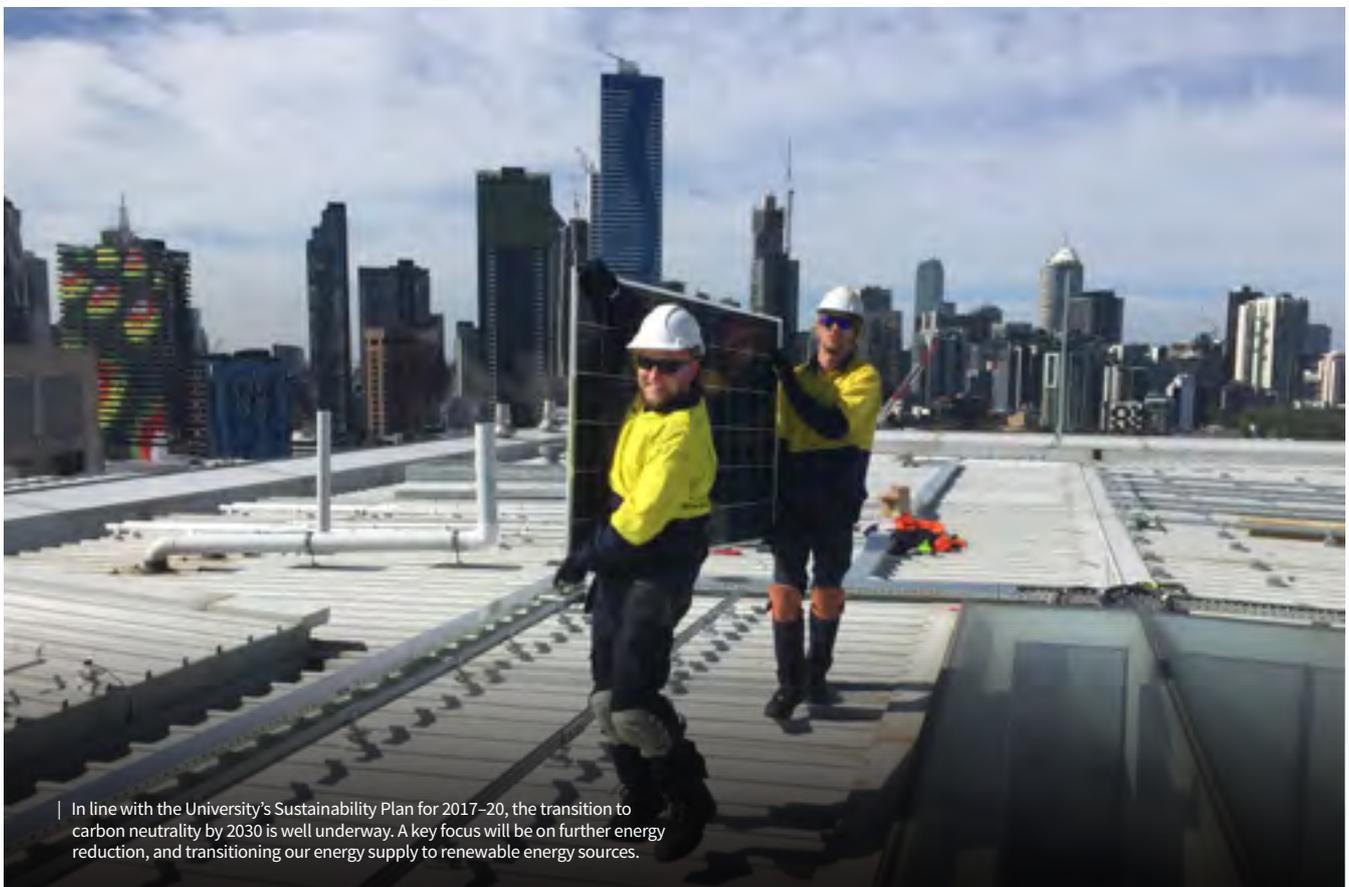
*Growing Esteem 2015–2020* highlights financial sustainability and resilience as a strategic priority with success dependant on the ability to diversify revenue, manage costs, allocate resources strategically and leverage financial strength. Overall, the University of Melbourne has ensured sufficient capacity to invest in key strategic initiatives while ensuring material financial risk is managed. In the last five years, government funding has declined by 12 per cent and is now at 32 per cent of total income representing negative compound annual growth of 0.8 per cent, and the current Commonwealth higher education policy environment presents further challenges.

This reinforces the need to diversify revenue sources, effectively manage resource allocation, and leverage the asset base to remain financially sustainable.

The University manages its financial performance through the underlying operating result, targeted at 1 per cent of underlying revenue. The underlying operating result reflects the capacity of the University to live within its means, by removing from the overall/accounting result items that distort core operating and financial performance, such as financing and investment activities and income of a capital nature. The underlying surplus provides a nominal safeguard against unforeseen adverse events and contribution to the University's capital program. Operating in such a low margin environment requires careful financial management but is commensurate with the University's not-for-profit status and its commitment to invest all of its earnings for the benefit of its academic mission.

The overall/accounting surplus is a combination of the underlying surplus, returns on the investment portfolio, grant income of capital nature, and endowment philanthropic income. The returns on the investment portfolio are subject to volatility of global markets and, as demonstrated in other institutions during the global financial crisis, relying on them for operations is a high-risk strategy. In addition, a large component of investment returns is non-discretionary as it is tied to the purpose for which the endowment was made.

For the year ended 31 December 2017, the University achieved its financial targets, recording a small underlying operating surplus of \$26 million. This represents a modest underlying operating margin of 1.1 per cent of underlying income and will be invested in the University's infrastructure program to support teaching, research and the student experience.



In line with the University's Sustainability Plan for 2017–20, the transition to carbon neutrality by 2030 is well underway. A key focus will be on further energy reduction, and transitioning our energy supply to renewable energy sources.

# Environmental sustainability

Sustainability is deeply embedded in everything we do at the University of Melbourne. Our Sustainability framework – Charter, Plan and Report – articulates our commitment to environmental and social sustainability and enables us to implement new ways of governing and operating our organisation in a warming world.

## Embedding environmental sustainability in all we do

During 2017, more than 7000 solar panels were installed, along with a rainwater harvest and re-use facility to irrigate the South Lawn and surrounding gardens on the Parkville campus. The University's first Biodiversity Plan was published and, in addition, Melbourne became the first University in Australia to implement the Green Impact Program, with over 580 actions being completed by 30 teams across the University.

## Supporting implementation of historic Paris Climate Agreement

In July, the University hosted a visit by the Hon Al Gore for a series of events to harness the University's research expertise and deliver public benefit through high-level engagement on climate change. The events were held in the context of deepening an understanding into the science of climate change and strengthening policy action to support the implementation of the Paris Climate Agreement.

## Progressing climate policy through research engagement with cities and state governments

Also in July, the Melbourne Sustainable Society Institute (MSSI) hosted the Research Roundtable coinciding with the ECOCITY World Summit and the visit to Australia of the Hon Al Gore. Chaired by Professor Robyn Eckersley, the roundtable brought together international academics and policy experts from South Africa, Indonesia, India, Fiji, France, China, the UK and Australia to deliver expert knowledge to policymakers. Also participating were the President's Climate Envoy from Indonesia, leading corporate and civil society representatives, the premier of South Australia and the Deputy Premier of Queensland.

The roundtable also identified key gaps and opportunities to enhance implementation of the Paris Climate Agreement, including tracking and verifying emissions and action, the involvement of Australian cities and states, rapid sharing of policy learnings, and energy and climate finance.

Into the future, Professor Don Henry, the MSSI Melbourne Enterprise Professor of Environmentalism, will engage and connect with Mr Gore at international negotiations in support of his efforts in countries key to the Paris Climate Agreement.

## Strengthening climate policies and action

In the first half of 2017, the MSSI and the Monash Sustainable Development Institute (Climate Works) held discussions with researchers from across different University of Melbourne faculties and civil society experts to consider how Australian state governments in Victoria, New South Wales, Queensland, South Australia, and ACT could strengthen climate policies.

Following a series of further meetings with Mr Gore informed by policy analysis from the University of Melbourne and Monash, state government ministers signed a climate leadership declaration to foster state collaboration on a number of areas of state climate policy, including buildings and transport. The participating states also agreed to commence discussions with the other states and convene again in early 2018 to achieve a more comprehensive agreement.



## Climate change trailblazer awarded Honorary Doctorate

The University of Melbourne awarded the Doctor of Laws *honoris causa* (Honorary Doctorate of Laws) to the Hon Al Gore, former Vice President of the United States of America. University Chancellor, Allan Myers AC QC, conferred the degree in recognition of Mr Gore's exceptional contributions to public service in an international field and his decades-long work in "empowering all people to participate in the conversation about effective, urgent and just climate-change action."



## Fostering knowledge and action on climate change

During his visit to the University, Mr Gore delivered the keynote address to over 2000 delegates at the ECOCITY World Summit. Melbourne Sustainable Society Institute (MSSI) hosted the summit in collaboration with Western Sydney University's Institute for Culture and Societies. The summit initiated new collaborations between educators, researchers, business leaders, community and government representatives.

## Energy

### Working towards a carbon-neutral campus

The University has set ambitious energy targets to focus our efforts on becoming carbon neutral before 2030, with zero net emissions from electricity by 2021, and a reduction in emissions by 20 000 tonnes of carbon per year by 2020.

Energy projects financed through the University's \$9.1 million agreement with the Clean Energy Finance Corporation (CEFC) were commissioned during 2017, including 21 solar photovoltaic (PV) installations on the Parkville, Southbank, Dookie and Werribee campuses. This program will be completed by the middle of 2018, for a total PV installed capacity of 2.1MW. This equates to nearly 600 average residential solar installations, saving approximately 3000 tonnes of carbon per year.

During 2017, the University implemented a number of energy-efficient LED lighting upgrades, as well as replacing aging plant and equipment, resulting in significant carbon emissions savings.

### Securing zero emissions electricity

In 2017 the University participated in two ground-breaking projects to green the electricity grid and secure long-term sustainable electricity supply.

The consortium projects involved the pooling of electricity demand from large organisations to enable development of two Victorian wind farms – 'Crowlands' through the Melbourne Renewable Energy

Project and 'Murra Warra' through a Telstra-led consortium. These Power Purchasing Agreements (PPAs) provide both financial and environmental benefits for the University and our partner organisations, as well as for the State of Victoria.

The University manages exposure to the volatile electricity market, securing attractive long-term fixed pricing, while achieving our ambitious goals for emissions reduction.

Together with on-campus projects to generate and save energy, the University is on track to achieve our target of zero emissions electricity by 2021 and move to carbon neutrality before 2030.

## Water

### Reusing harvested water to reduce consumption

The University has committed to a target of reducing mains water usage by 12 per cent by 2020, when measured by floor area from a 2015 baseline.

Projects delivered in 2017 included one of the priority actions from the Sustainability Plan 'Commission the existing Parkville purple pipe network to facilitate use of harvested water' through a project to connect the University's historic System Garden on the Parkville campus with harvested water collected from the Melbourne School of Design, as well as water-harvesting projects to provide irrigation for the South Lawn and surrounding gardens. During the year the University installed water meters to measure consumption at different points across campuses, and developed water management plans for each campus.

## Waste and recycling

### Reducing waste to landfill to 20kg per person by 2020

In 2017 the University continued its focus on maximising waste reuse, recycling, and overall reduction of landfill waste. This included redeploying over 3000 pieces of furniture, diverting 30 tonnes of waste from landfill, saving \$1.9 million based on estimated retail replacement value, and recycling 43 tonnes of eWaste.

The amount of waste to landfill per person has dropped to 26 kg per person in 2017. This is less than half the amount disposed to landfill in 2012, and well on the way to our target of 20kg per person per year by 2020.

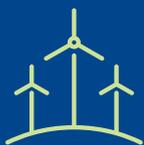
## Paper

In 2017, total paper usage was 27.8 million A4 sheets (55 600 reams), of which 29 per cent was recycled paper. Procurement planning is now underway to mandate transition to 100 per cent recycled paper for savings of over 2600 trees and reduction of carbon emissions by 340 tonnes per year.

## Travel

The proportion of staff and students who walk, ride or catch public transport to campus has grown from approximately 50 per cent in 2012 to 77 per cent in 2017, with the most common modes for staff being car, tram and cycling.

In 2017 University staff, travelled 107,095,580 km by air with estimated carbon emissions of 24 663 tCO<sub>2</sub>-e.\*



### Electricity from renewable sources

Agreements being finalised to source all electricity from Victorian wind farms by 2020



### University vehicle fleet

Greenhouse gas emissions 479 tonnes CO<sub>2</sub> (tonnes CO<sub>2</sub> per 1000km equals 0.24 based on 1,991,852 km travelled)



### Offset 100% of fuel emissions on University motor vehicle fleet

Equivalent to 2856 native trees planted and offset 765 tonnes of CO<sub>2</sub>

\* Due to data constraints, air travel data incomplete and emissions from this source only related to flights booked through Unitravel and Campus Travel.

## Biodiversity

### Embedding biodiversity in all new infrastructure projects

The University's Biodiversity Management Plan was published at the end of March 2017 and officially launched on World Environment Day on Monday 5 June. Priority actions include adopting a 'no net loss' approach to arrest decline of tree numbers on campus, and embedding biodiversity in all major new infrastructure projects.

### Engaging staff and students across campus

In line with Sustainability Plan targets, the Sustainable Campus team delivered a range of engagement activities throughout the year to increase awareness, participation, action and perception of sustainability among staff and students.

In 2017 in what was a first for Australia, the team piloted the successful Green Impact Program developed by the National Union of Students in the United Kingdom.

Plans are underway for the 2018 program to be even bigger and better, increasing the number of teams and individuals taking part and, consequently, number of activities being implemented. Our long-term aim is to encourage other Australian universities to take part and extend the collective participation Australia wide.

### Precinct-wide approach to achieving sustainability

In 2017 the University continued its coordinated development of precincts.

In March, the Parkville campus was awarded a 6-star Green Star Communities (pilot) rating, representing world leadership in sustainability.

Work also began or continued on three active precinct projects at Parkville – the innovation precinct adjacent to campus, the Melbourne School of Engineering, and the new Student Precinct.

### Responding to the highest standards of design and sustainability

The University's innovation precinct – on the site of the former Royal Women's Hospital at the corner of Swanston and Grattan Streets – will include office space for start-ups and corporate partners, a 'superfloor' collaboration space, the FabLab prototyping facility to test and manufacture new products, and student accommodation and childcare.

The precinct will contribute to the local community, with residents, workers and visitors welcome to gather and socialise at its public spaces, cafes and shops.

The precinct will also house the Science Gallery Melbourne. Part of an international network of galleries world-wide, Science Gallery Melbourne is a 'living lab' for young adults, industry partners, artists, scientists and academics. Through a cutting-edge program of exhibitions and

experiences, the gallery will encourage young people to consider careers in Science, Technology, Engineering and Mathematics (STEM) and the creative arts industries.

The new innovation precinct will build on the successful LAB-14 prototype on the edge of the Parkville campus on the corners of Swanston and Grattan Street, which operated for two-and-a-half years and welcomed more than 40 000 visitors to hundreds of events, seminars, exhibitions and meetings.

The development's partnership, forged in 2017, ensures that the University will be actively engaged in all stages of the project – from design to construction and operation – to ensure that the vision and objectives of the precinct are brought to life.

Early works commenced in 2017 and, subject to approvals, full-scale construction will begin in 2018 for completion in 2020.

The precinct, exemplifying the highest standards of sustainability, is designed to achieve a 6 Star Green Star rating for its academic/commercial buildings and a 5 Star Green Star Rating for its student accommodation. The project will also include one of the largest photovoltaic arrays in Melbourne, sized to generate up to 10 per cent of the precinct's energy from onsite renewables. Other initiatives include an onsite in-ground geothermal system, an optimised façade and shade design using digital prototyping, one of the first commercial timber buildings in Melbourne and one of the largest in Australia, precinct recycled water including rainwater and grey-water and a significant provision of on-site ecology.

### Leading innovation through precinct development

In November 2017, the University joined a 42-year partnership with Lendlease to establish an Innovation precinct on the Parkville campus.

The consortium was selected following a robust evaluation process and is led by Lendlease as developer, builder, co-investor and investment manager of the commercial space.

| Architect's impression



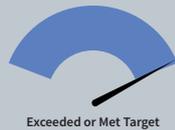
# Sustainability

## Evaluating our performance

Assessment of performance provided below is for the two key indicators central to achievement of *Growing Esteem 2020* sustainability priorities

### 4.1 Maintain an annual operating surplus

- Current performance: 1.1%<sup>1</sup>
- 2014 baseline: 0.4%
- 2020 target: 1.0%



### 4.2 All new buildings to achieve a 5-star GBCA rating<sup>2</sup>

- Current performance: 6
- 2014 baseline: 4
- 2020 target: 8



### 2017 performance against key indicators

- Achieved underlying operating surplus of 1.1% in 2017 financial year
- On track to achieve 5-star Design and As-built Green Star ratings for Melbourne Conservatorium of Music, and Police Stables (Southbank)
- Secured long-term arrangements for renewable energy supply to move towards target of zero-net-emissions electricity by 2021

### 2018 opportunities and challenges

#### Organisational sustainability

- Integrate further services in 2018, such as graduations, enrolments and course advice, record services, research contracts and health and safety
- Co-create service improvement initiatives across range of areas, including improved student experience, Stop 1 expansion and enhanced research support
- Action comprehensive plans from the technology roadmap to support future investment decisions and provide principles covering architecture governance, strategic investment, solution selection and design solutions
- Improve performance of recruitment process
- Develop reporting framework for diversity with improved targets
- Complete enterprise bargaining
- Redesign Performance and Development Framework (PDF) for professional staff
- Support faculties to strengthen monitoring of academic staff performance, including workload and research productivity
- Deliver fit-for-purpose Enterprise Bargaining Agreement outcome to enhance productivity and career opportunities for all staff

#### Financial sustainability

- Navigate uncertainty around impact of the proposed government reforms
- Strengthen internal strategic planning and support clarification of growth/no-growth strategy
- Diversify income streams to ensure greater self-efficiency in an environment where dependency on government funding is likely to decline

#### Environmental sustainability

- Make progress with long-term arrangements for renewable energy supply to move towards target of zero-net-emissions electricity by 2021
- Undertake further energy projects and inventory to transition towards carbon neutrality before 2030
- Annually publish progress against targets and actions of Sustainability Plan in Sustainability Report
- Develop industry partnerships for sustainability research, including campuses as living laboratories
- Ensure University's convening power is used to bring together policy leaders and industry and academic experts to advance sustainability
- Demonstrate, by 2020, that all undergraduate degree programs (at course and/or major level) incorporate core and compulsory curriculum to enable students to understand and apply sustainability knowledge and values in their respective fields, consistent with Melbourne graduate attributes

<sup>1</sup> Underlying operating result divided by underlying income

<sup>2</sup> Green Building Council Australia awards Green Stars based on internationally-recognised sustainability rating system



| University of Melbourne campuses are graced by extensive tracts of historic gardens and contemporary landscapes.



## Turning old tyres into new roads

**With millions of tyres dumped in Australia, a new innovation could turn used tyres into permeable surfaces – helping the environment and our future infrastructure**

A staggering 51 million used tyres are discarded annually in Australia, causing environmental and health problems, volatile stockpiles, and landfill.

Only five per cent of used tyres are recycled locally in Australia, but researchers from the University of Melbourne have teamed up with Tyre Stewardship Australia and Merlin Site Services to come up with an innovative way to reuse the rubber.

Project technical lead, Dr Mahdi Disfani from the Melbourne School of Engineering, has spent the past 18 months working on a pilot project with his colleagues Associate Professor Lu Aye, Dr Guillermo Narsilio and Dr Alireza Mohammadinia, that increases the number of uses for permeable pavements made from recycled tyres.

“While there are a number of recycling solutions for tyres, such as in children’s playgrounds, landscaping or in asphalt layers, the applications for high volumes are limited.

“But roads and pavements are everywhere. With the right product, we could have a serious impact on reducing the number of tyres that end up in landfills, stockpiles or illegal dumps.”

Permeable pavements made out of recycled tyres are already a popular paving option that is flexible and resilient.

As opposed to conventional asphalt paving, permeable paving allows water to pass through the surface, reducing storm water runoff and possible pollution in our waterways. But its flexibility means it’s unsuitable for roads or bike paths because it can’t carry heavy loads. That is, until now.



With Merlin Site Services, Dr Disfani and a team of researchers from the University are trialling the use of recycled tyres to create the 'optimum blend' of paving that provides enough flexibility to reduce cracks caused by movement of natural ground or tree roots, but not so much that it becomes unstable under traffic loads.

"The recipe's a fine balance between recycled tyre particles, rigid rock aggregates and the binding product," Dr Disfani says.

"Using all the qualities that make our humble tyre – sturdiness, elasticity and reliability – we want to create a surface that will deform when no load is present, but squeeze tyre particles tight to create rigidity quickly when supporting heavy loads, such as trucks, cars, buses and bikes."

The pilot trial involves four different pavement recipes, each testing a different application, such as footpath, bike path, car park and low-traffic road. Performance requirements, including load resilience, skid resistance, pavement movement, and water infiltration and run-off are all monitored.

With storm water management a common issue in most major cities, Dr Disfani also sees this technology being viable for saving water and reducing pollution to waterways.

"When a major downfall hits Melbourne, we currently see busy roads flooded within minutes," he says. "Permeable pavement allows enough rain to filter to the many collection systems used to water public gardens in the city.

"By modifying the design and adding extra layers beneath the surface, we can guarantee no surface run-off, even under the heaviest downpour."

With promising early results, Liam O'Keefe from Tyre Stewardship Australia is hopeful this research will deliver real world impact.

"Once we can verify this blend of permeable pavement and the value it provides, the next step is trialling it on a larger scale – one that can take thousands of tyres from landfill and have a dramatic effect on sustainability," says Mr O'Keefe.

*Story by Holly Bennett*  
*Full article @ [pursuit.unimelb.edu.au](https://pursuit.unimelb.edu.au)*

# Staff honours

## Australia Day Honours

### COMPANION OF THE ORDER OF AUSTRALIA (AC)

**Professor Emeritus Andrew B Holmes AC** for eminent service to science through developments in the field of organic and polymer chemistry as a researcher, editor and academic, and through the governance of nationally recognised, leading scientific organisations

**Professor Keryn A Williams AC** for eminent service to medical science in the field of ophthalmology through the research and development of corneal transplantation, as an academic and mentor, and as a supporter of young women scientists

### OFFICER OF THE ORDER OF AUSTRALIA (AO)

**Professor Leon Flicker AO** for distinguished service to medicine and medical education in the field of geriatrics, as an academic and researcher, and through contributions to improved dementia prevention and care

**Professor Patricia A Grimshaw AO** for distinguished service to the social sciences and to the humanities through researching, documenting and preserving Australian history, and the roles of women in society

**Professor Ian Johnston AO** for distinguished service to engineering, as an academic, researcher, practitioner and consultant, particularly in the fields of structural foundation engineering and geothermal energy

**Professor Colin L Masters AO** for distinguished service to medical research through international and national contributions to understanding Alzheimer's and other neurodegenerative diseases

**Professor David L Vaux AO** for distinguished service to medicine in the field of biomedical cancer research, to higher education as an academic and mentor, and to professional integrity and ethics

### MEMBER OF THE ORDER OF AUSTRALIA (AM)

**Professor Emeritus Sandford D Clark AM** for significant service to the law, to the development of water management and legislation, and to legal education

### MEDAL OF THE ORDER OF AUSTRALIA (OAM)

**Ms Anne W Cronin OAM** for service to community health, and to medical research organisations

**Dr Meredith A Doig OAM** for service to the community, to higher education, and to business

**The Late Dr Allan H Zavod OAM** for service to the performing arts as a musician and composer

### Australian Academy of Health and Medical Sciences

#### New Fellows

**Professor Mark Cook\***: St Vincent's Hospital Melbourne

**Professor Mark Dawson\***: Peter MacCallum Cancer Centre

**Professor John Furness\***: The Florey Institute and University of Melbourne Department of Anatomy and Neuroscience

**Professor Dale Godfrey**: Peter Doherty Institute for Infection and Immunity

**Professor Patrick Kwan**: University of Melbourne Chair of Neurology

**Associate Professor Sherene Loi\***: Peter MacCallum Cancer Centre

**Professor Alan Lopez**: University of Melbourne

**Professor Patrick McGorry\***: Orygen (The National Centre of Excellence in Youth Mental Health)

**Professor Stephen O'Leary\***: The Royal Victorian Eye and Ear Hospital

**Associate Professor Clare Scott\***: Walter and Eliza Hall Institute of Medical Research

**Professor Andrew Scott**: Austin Health

**Professor Cameron Simmons\***: Peter Doherty Institute for Infection and Immunity

\* Fellows also University of Melbourne alumni

### Australian Academy of the Humanities

#### Elected President

**Professor Joy Damousi FASSA FAHA**

**Associate Professor Rachel Nordlinger** Australian Research Council Centre of Excellence for the Dynamics of Language

**Associate Professor Clara Tuite FAHA** Associate Professor in English and Theatre Studies program

### Australian Academy of Science

#### New Fellows

**Associate Professor Jane Elith** School of Biosciences

**Professor David Gardner** School of Biosciences

**Professor Melissa Little** Murdoch Children's Research Institute

### Australian Academy of the Social Sciences

#### New Fellows

**Emeritus Professor Sidney Bloch AM** Emeritus Professor of Psychiatry

**Professor Peter Bossaerts** Professor of Experimental Finance and Decision Neuroscience

**Professor Lee Godden** Director, Centre for Resources, Energy and Environmental Law

**Professor Vedi Hadiz** Professor of Asian Studies

**Professor Craig Jeffrey** Director, Australia India Institute

**Professor Anne Lillis** Fitzgerald Chair of Accounting

**Professor Jane Pirkis** Director, Centre for Mental Health

**Professor Garry Robins** Professor of Psychology

**Professor Naomi Soderstrom** Professor of Managerial Accounting

**Professor Adrienne Stone** Director, Centre for Comparative Constitutional Studies

## Council for Advancement and Support of Education Circle of excellence Awards

Special Events: Multi-day-Silver Award, The World Changing Cafeteria – Made possible by Melbourne campaign  
Grand Gold Award: Advertising Campaign, Made Possible by Melbourne campaign

### Elsevier

*Scopus Researcher Award for Excellence in Innovative Research for Australia and New Zealand*

**Professor Rajkumar Buyya**  
Department of Computing and Information Systems

### LexisNexis

*Named in Legal Innovation Index*  
**Professor Carolyn Evans**  
Melbourne Law School

## Prime Ministers Prize for Innovation

**Professor Eric Reynolds**  
invention and commercialisation of Recaldent™, based on a protein in dairy milk that repairs and strengthens teeth

## Royal Society Insight Investment Science

**Professor Cordelia Fine**  
for her book *Testosterone Rex: Unmaking the Myths of Our Gendered Minds*

## Queen's Birthday Honours

### THE COMPANION OF THE ORDER OF AUSTRALIA

**Professor Peter M Colman AC**  
for eminent service to medical research, particularly in the fields of structural biology and medicinal chemistry, as a leader in the commercial translation of scientific discoveries, to professional organisations, and as a mentor of young scientists

**Professor Ross G Garnaut AC**  
for eminent service to the community as a leading international economist in the area of energy efficiency and climate change policy, to the development of Australia/Asia-Pacific relations, and through contributions to social and political discourse

### OFFICER OF THE ORDER OF AUSTRALIA

**Professor Ian P Anderson AO**  
for distinguished service to the Indigenous community, particularly in the areas of health equality, aged care and education, as an academic, researcher and medical practitioner, to policy reform, and as a role model

**Professor Andrew J Gleadow AO**  
for distinguished service to the earth sciences, and to education, as an academic and researcher in the field of thermochronology and landscape evolution, and to professional geological and scientific societies

**Professor Helen E Herrman AO**  
for distinguished service to medicine, and to mental health, as a leading clinician, researcher and scientist, to national and international professional organisations, and through programs to support youth and women

**Professor Lynne Selwood AO**  
for distinguished service to tertiary education in the field of reproductive biology as an academic, researcher and author, to the conservation of marsupial animals, and to the promotion of science

**Professor Margaret Sheil AO**  
for distinguished service to science and higher education as an academic and administrator, through significant contributions to the national research landscape, and to performance standards

**Professor James St John AO**  
for distinguished service to medicine, and to medical research, as a gastroenterologist, to innovative public health cancer screening programs, and as a mentor of young clinicians

### MEMBER OF THE ORDER OF AUSTRALIA (AM)

**Dr Peter G Colman AM**  
for significant service to medicine in the field of endocrinology, particularly diabetes research, patient education and clinical management

**Mrs Julie Ann Cox AM**  
for significant service to the arts through executive roles supporting cultural institutions, and to special education and child welfare

**Professor Nick Crofts AM**  
for significant service to medicine in the field of epidemiology, particularly through contributions to the control of HIV and other infectious diseases

**Associate Professor Rosemary L Nixon AM**  
for significant service to community health in the field of occupational dermatology, as an academic and researcher, and to professional standards

**Dr Nicolas J Radford AM**  
for significant service to medicine as a nephrologist, to the management of medical complications during pregnancy, and to professional standards

**Professor Robert B Saint AM**  
for significant service to tertiary education as an academic, administrator and researcher, and to the biomedical and molecular sciences

**Professor Emeritus Dorothy A Scott AM**  
for significant service to the community, particularly to child protection and wellbeing, as an advocate for children's rights reform, and to education

**Associate Professor Raymond D Snyder AM**  
for significant service to medicine, particularly as an oncologist, to cancer research, and to professional and service delivery organisations

**Ms Ann E Tonks AM**  
for significant service to the performing arts through senior management and advisory roles, to education, and as an author

### MEDAL OF THE ORDER OF AUSTRALIA (OAM)

**Dr Gregory M Moore OAM**  
for service to the environment, particularly to arboriculture

**Associate Professor Gwynne W Thomas OAM\***  
for service to medicine in the field of nephrology, and to the community

\* University of Melbourne alumnus

## Westpac Scholars

*Research Fellowship*  
**Dr Jess Heerde**  
Department of Paediatrics (Royal Children's Hospital)  
*Research Fellowship*  
**Dr Nicholas Opie**  
Department of Medicine (Royal Melbourne Hospital)

## World Federation of Music Therapy

*Award for significant contribution to the development of the discipline*  
**Professor Felicity Baker**  
National Music Therapy Research Unit, Melbourne Conservatorium of Music

# High-achieving students

## American Australian Association Scholars

### AusArt scholar (Contemporary Art)

Nicholas Croggon (Melbourne Law School and Faculty of Arts)

### Chevron Scholar

Nicholas Hiron (Engineering)

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## Chancellor's Prize for Excellence in the PhD Thesis

Jackson David Clarke, School of Physics  
*Physics Beyond the Standard Model*

Julia Dehm, Melbourne Law School  
*Reconsidering REDD+: law, life, limits and growth in crisis*

Mark Thomas Mackay,  
Paediatrics Royal Children's Hospital  
*Rapid Diagnosis of Childhood Stroke: Time is Brain*

Tristram Oliver-Skuse, Faculty of Arts  
*Emotions and representation*

Thomas James Oxley,  
Royal Melbourne Hospital  
*Feasibility of Endovascular Stent-Electrode Array For Minimally Invasive High-Fidelity Chronic Recordings Of Cortical Neural Activity*

Steven Harris Wibowo,  
School of Chemical and Biomolecular Engineering  
*Diversification of peptide architectures by surface-initiated ring-opening polymerization*

## New Colombo Plan Scholarships

Genevieve Donnellon-May and Joseph Percy, Faculty of Arts

Jackson Huang, Faculty of Science

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## Researcher@Library Week

Winner Pitch your Thesis ePoster  
Rachel Pollitt, Melbourne Graduate School of Education  
Theme: mathematics and assessment in early childhood education

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## Rhodes Scholarship

2017 Victorian Award  
James Maccarrone  
Bachelor of Commerce (Hons)

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## University of Melbourne Three Minute Thesis Competition (3MT®)

Winner: Jessica Tang, Faculty of Medicine, Dentistry and Health Sciences

Runner-up: Solange Glasser, Faculty of VCA and MCM

People's Choice: Mengjie Hu, Faculty of Medicine, Dentistry and Health Sciences

## Victorian International Student Awards

Postgraduate International Student of the Year, Research

Wing Yan Chan, (from Hong Kong, China)  
PhD candidate, School of BioSciences

Victorian International Student of the Year – Research

Finalist: Sina Khatami Mashhadi (from Iran)  
IT Access, Infrastructure Engineering

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## Westpac Future Leaders Award

Philip Chan, Melbourne Law School  
Lawyer and children's rights advocate and recently named one of Australia's most influential people in pro bono sector

Robert Snelling, Engineering and Architecture  
Research: balancing infrastructure growth with environmental and sustainable architecture

Dr Naveen Tennetti, Faculty of Medicine, Dentistry and Health Sciences  
Research: advancing public health knowledge to improve health and wellbeing and reduce social inequity

Michelle Todorov, Faculty of Medicine, Dentistry and Health Sciences  
Research: how children with hearing loss in mainstream classrooms can maximise their participation in activities and enhance their learning outcomes



| University of Melbourne graduation ceremonies take place throughout the year at Wilson Hall and the Royal Exhibition Building.

# University governance

The University of Melbourne was established by an Act of the Victorian Parliament in April 1853. University Council is the governing body of the University of Melbourne and has oversight of the entire direction and superintendence of the University

The specific functions of the Council, as defined by the *University of Melbourne Act 2009*, s. 9.1, are:

- a. To appoint the Chancellor, any Deputy Chancellor and the Vice-Chancellor
- b. To establish policies relating to the governance of the University
- c. To oversee and review the management of the University and its performance
- d. To oversee the management and control of the property and business affairs of the University
- e. To oversee the management and control of the University's finances
- f. Any other powers and functions conferred on it by or under:
  - i. this Act or any other Act, or
  - ii. any university statute or university regulation
- g. The power to do anything else necessary or convenient to be done for, or in connection with, its powers and functions

# Council members

## Chancellor

### ALLAN J MYERS AC QC

BA, LLB (Hons) Melb  
BCL Oxon DUniv ACU  
Hon LLD Melb  
FUniv Melb



#### Appointed

Chancellor 1 January 2017. Chair of the National Gallery of Australia Council, Museums and Art Galleries Board of the Northern Territory, and University of Melbourne's Humanities Foundation Board and inaugural Chair of the Campaign Board for *Believe – The Campaign for the University of Melbourne*. Governor of the Ian Potter Foundation. Member of the Council of Newman College, and of the Graduate Studies Advisory Board of the Law Faculty at the University of Melbourne and of the Law Faculty at Oxford University. Director of publicly listed companies in Europe and of private and unlisted companies in Australia and elsewhere. Queen's Counsel in all Australian States and Territories and barrister in England, New Zealand and Papua New Guinea. Philanthropist and businessman.  
No significant financial interests declared.

## Vice-Chancellor

### PROFESSOR GLYN DAVIS AC

BA NSW PhD ANU  
FASSA FIPAA



#### Appointed

Vice-Chancellor  
10 January 2005.

Past Chair of Universitas 21 and of Universities Australia. Director of Grattan Institute and Melbourne Theatre Company. Member of Group of Eight. Member of Supervisory Board of Menzies Centre for Australian Studies (London), Honorary Professor at King's College London, Manchester University and Oxford University. Ex-officio member of the University's companies and controlled entities.  
No significant financial interests declared.

## President of Academic Board

### PROFESSOR NILSS OLEKALNS

BEC Adel MEc ANU MA  
UWO PhD LaTrobe



#### Appointed

1 January 2017.

Ex-officio member of Council as elected President of Academic Board for term of office concluding 31 December 2018.  
No significant financial interests declared.

## Persons appointed by Minister

### ROBERT JOHANSON

BA LLM Melb MBA Harv



Appointed 6 March  
2007 (Governor-in-  
Council member).

#### Re-appointed

1 January 2013 and resigned 3 August 2014. Appointed Minister's Appointment 4 August 2014. Re-elected Deputy Chancellor 1 January 2015 – 31 December 2016. Field of experience: banking and finance. Chairman of Bendigo and Adelaide Bank Limited, MBD Industries Limited, Australia India Institute, Australian Friends of Asha, and The Robert Salzer Foundation. Director of Neuclone and Grant Samuel Group.

No significant financial interests declared.

*Term of office concluded 31 March 2017.*

### MARK LEIBLER AC

LLB (Hons) Melb LLM  
Yale Hon LLD Melb



Appointed 1 April 2017.

Field of experience: law, business, and Jewish affairs. Senior Partner, Arnold Bloch Leibler. Co-Chair, Referendum Council. National Chairman, Australia/Israel and Jewish Affairs Council. Governor of Australia Israel Chamber of Commerce. Member of the Executive of the Jewish Agency for Israel and member of the Board of Governors of Tel Aviv University.  
No significant financial interests declared.

*Term of office concluding 31 December 2019.*

## Persons appointed by Government

### JANE HANSEN

BEC Monash MFin&BA  
Columbia BA Melb  
(ongoing)



Appointed 1 January  
2016 (Governor-in-  
Council member).

Field of experience: international investment banking and corporate finance. Member of Board of Management of the Melbourne Theatre Company. Chair of the Foundation of the Melbourne Theatre Company. Deputy Chair for *Believe – the Campaign for the University of Melbourne*. Member of the Advisory Board for the Melbourne Humanities Foundation. Chair and CEO of the Hansen Little Foundation. Board member of The Lord Mayor's Charitable Foundation.  
No significant financial interests declared.

*Term of office concluding 31 December 2018.*

### TONY PEAKE

BBus RMIT FCA



Appointed 5 May 2009  
(Governor-in-Council  
member).

Re-appointed  
1 January 2016.

Field of experience: business and government. Government and Public Sector Leader at PwC Australia. Director of Melbourne University Publishing Ltd. Chair of Methodist Ladies' College. Victorian Fellow of the Institute of Public Administration Australia. Fellow of The Institute of Chartered Accountants in Australia. Fellow of Leadership Victoria's Williamson Community Leadership Program.  
No significant financial interests declared.

*Term of office concluded 31 December 2017.*

### WENDY STOPS

BAppSc (IT) CIT GAICD

Appointed 1 January 2016 (Governor-in-Council member).

Field of experience: information technology and management consulting, across many industry sectors and geographies. Non-Executive Director at the Commonwealth Bank and Fitted for Work. No significant financial interests declared.

*Term of office concluding 31 December 2018.*



### ROSS McPHERSON

(Deputy Chancellor)  
LLB (Hons) Melb LLM Lond  
FIML FAICD

Appointed 1 January 2010. Re-appointed 1 January 2016. Elected Deputy Chancellor 7 May 2012. Re-elected Deputy Chancellor 13 January 2016. Field of experience: law, business, and media. Executive Chairman of McPherson Media Group. Chairman of McPherson Newspapers Pty Ltd and subsidiary companies. Convenor of FoodBowl Unlimited Inc. Chair of Goulburn Valley Health Foundation and member of the Hecht Trust and the McPherson Smith Rural Foundation. Member of the Victorian Public Sector Advisory Board. Director and Treasurer of International News Media Association. No significant financial interests declared.

*Term of office concluding 31 December 2018.*



### MARTYN MYER AO

BEng Swinburne  
MEngSc Monash  
MScM MIT

Appointed 17 February 2009. Re-appointed 1 January 2014 and 1 January 2017. Field of experience: business and not-for-profit. President of The Myer Foundation. Director of Cranlana Programme. Chairman of CogState Ltd. Board member of Melbourne Theatre Company. Director of Australian Chamber Orchestra. No significant financial interests declared.

*Term of office concluding 31 December 2019.*



### Persons appointed by Council

#### PROFESSOR ROBIN JOHN BATTERHAM AO

BE PhD LLD (Hon) Melb DSc (Hon) UTS Hon DEngin Qld  
FAA FTSE FCAE FREng FNAE  
FINAE FSATW FAusIMM  
FICHEM FISS FAIM FAICD  
FIEAust CE CPE CSci AMusA Hon MWIF

Appointed 1 July 2012. Re-appointed 1 January 2015. Field of experience: research and engineering. Board member of MBD Energy and Australian India Council. Chair of Advisory Panel Australia India Strategic Research Fund. Chair of Advisory Panel Australia China Fund. Chair of Australian Chamber Choir. No significant financial interests declared.

*Term of office concluded 31 December 2017.*



#### THE HON. JUSTICE JOHN MIDDLETON

LLB (Hons) Melb BCL  
(Hons) Oxon

Appointed 1 January 2011. Re-appointed 1 January 2014 and 1 January 2017. Field of experience: law. Justice of Federal Court of Australia, President of Australian Competition Tribunal, Presidential Member of Administrative Appeals Tribunal, board member of Victorian Bar Foundation, part-time Commissioner of Australian Law Reform Commission, Fellow of Australian Academy of Law. No significant financial interests declared.

*Term of office concluding 31 December 2019.*



### Staff-elected member of Council

#### PROFESSOR MARILYN GUILLEMIN

PhD Melb MEd Murdoch  
DipEd Melb BAppSc RMIT

Appointed 1 October 2016. Field of experience: health sociology and ethics. Associate Dean (Learning and Teaching), Faculty of Medicine, Dentistry and Health Sciences. Board member, Orygen National Centre of Excellence in Youth Mental Health. No significant financial interests declared.

*Term of office concluding 30 September 2019.*



### Student-elected member of Council

#### TYSON HOLLOWAY-CLARKE

BA (Hons) Melb

Appointed 1 October 2016. Field of experience: current Juris Doctor student at the University of Melbourne. President of the University of Melbourne Student Union in 2016 and Indigenous Officer in 2015. No significant financial interests declared.

*Term of office concluding 30 September 2018.*

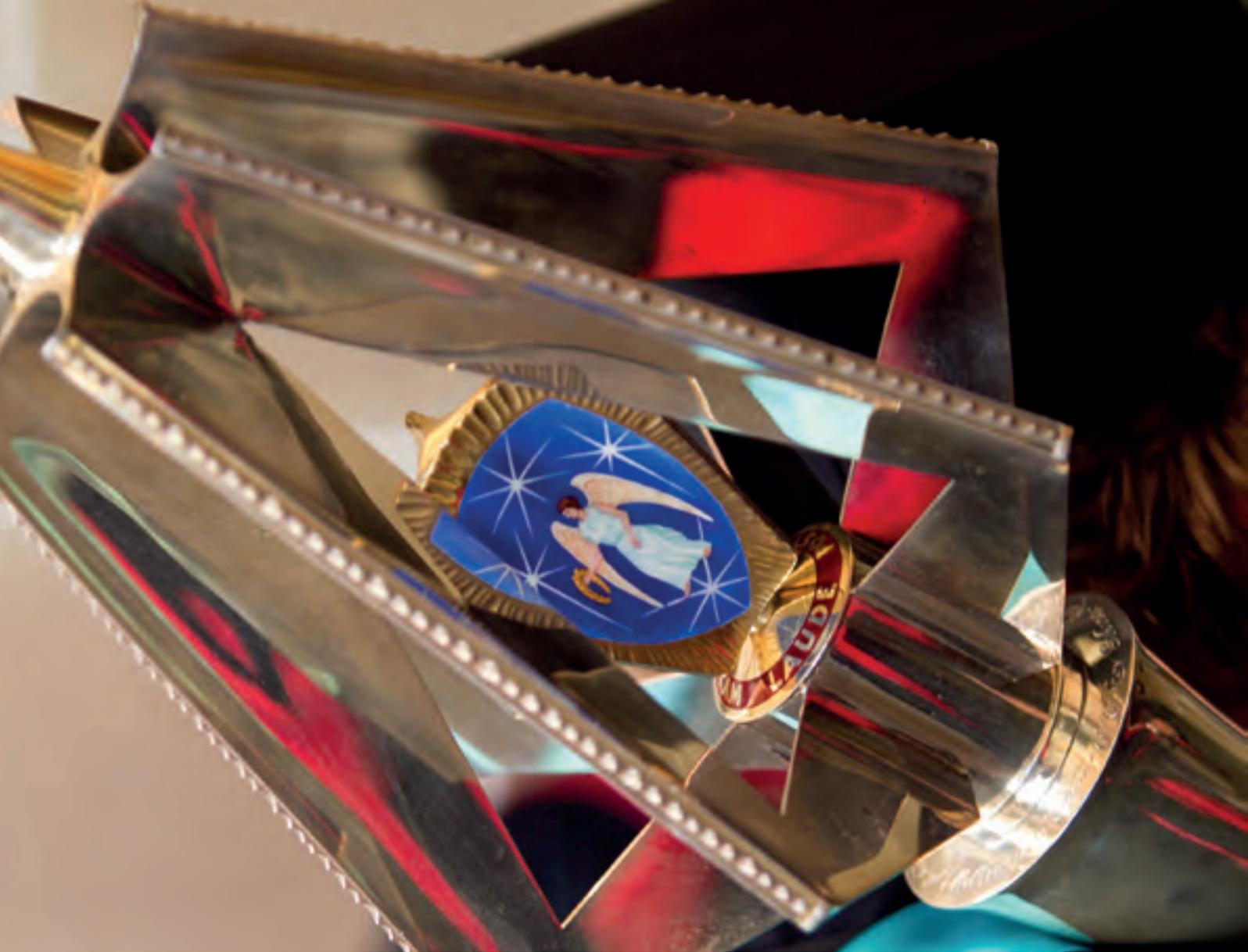


## Indemnity for Council

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.

### Council members' attendance at Council meetings

Category of appointment	Council member	Council meetings 2017		
		Eligible to Attend	Attended	Leave of Absence
Chancellor	Mr Allan Myers AC QC	13	13	
Vice-Chancellor	Professor Glyn Davis AC	13	13	
Ex officio – President of Academic Board	Professor Nilss Olekalns	13	13	
Minister's appointment	Mr Mark Leibler AC (from 1 April 2017)	11	9	
	Mr Robert Johanson (until 31 March 2017)	2	1	
Persons appointed by the Governor-in-Council	Mr Tony Peake	13	7	4
	Ms Jane Hansen	13	13	
	Ms Wendy Stops	13	10	3
Persons appointed by Council	Professor Robin John Batterham AO	13	12	
	Mr Ross McPherson	13	12	
	The Hon. Justice John Middleton	13	11	1
	Mr Martyn Myer AO	13	11	1
Student-elected member of Council	Mr Tyson Holloway-Clarke	13	11	
Staff-elected member of Council	Professor Marilys Guillemain	13	12	



# Academic governance

The Academic Board is established by Council under the *University of Melbourne Act 2009* and by the University of Melbourne Statute. The Minister for the reporting period is the Hon Gayle Tierney, Minister for Training and Skills. The Board is responsible to Council for quality assurance in academic activities, including maintenance of high standards in teaching, learning and research, and development of academic and research policy, and it acts as the final appeal body for students. The President of Academic Board is a biennially elected position and is supported by a Vice-President and Deputy Vice-President.

**President of Academic Board**  
**PROFESSOR NILSS OLEKALNS**  
BEc Adel MEc ANU MA UWQ PhD LaTrobe

**Vice-President of Academic Board**  
**PROFESSOR PIP NICHOLSON**  
BA LLB Melb MPP ANU PhD Melb

**Deputy Vice-President of Academic Board**  
**PROFESSOR JANET HERGT**  
BSc (Hons) La Trobe PhD ANU

Standing Committees of Academic Board report to the Board after every meeting on matters within their terms of reference. Academic Board met eight times in 2017, from February to December, and was supported in its work by the following subcommittees:

- Academic Programs Committee
- Libraries and Academic Resources Committee
- Research Higher Degrees Committee (RHDC)
- Selection Procedures Committee
- Teaching and Learning Quality Assurance Committee

| University of Melbourne ceremonial mace carried at the head of graduation processions by the Esquire Bedell.

# Governance structure

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Governance of the University of Melbourne, subject to the provisions of the Act, is detailed in a Council Standing Resolution (1.3). Council was assisted in its deliberations in 2017 by the work of the following standing committees. 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 law.

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## **Audit and Risk Committee** **CHAIR: TONY PEAKE**

The Audit and Risk Committee oversees the University's external and internal audit programs, recommends the annual financial statements to Finance Committee (for its recommendation for approval to Council) and monitors the University's response to internal audits and the annual external audit.

The Audit and Risk Committee supports Council in overseeing and monitoring the assessment and management of risk across the University, including its commercial activities. The Committee reviews the risk management framework and practice, and receives regular reports on significant strategic and operational risks and their management to an acceptable level. The Committee advises Council, and other committees as appropriate, on the risk management framework and practice improvements and progress as well as significant risks arising from their review. The Committee recommends the Risk Management Framework, Risk Policy and Risk Appetite Statement updates to Council for approval.

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## **Finance Committee** **CHAIR: ALLAN J MYERS AC QC**

Finance Committee exercises governance responsibilities with respect to the University's financial and business affairs, including monitoring the financial risk and performance of University subsidiaries and commercial ventures. Investment Management Committee is a subcommittee of the Finance Committee.

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## **Governance and Nominations Committee** **CHAIR: ALLAN J MYERS AC QC**

Governance and Nominations Committee advises Council and makes recommendations on appointments to Council, on the appropriate form of University statutes, regulations, policy and governance arrangements, and on appointments or awards of special distinction.

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## **Human Resources and Remuneration Committee** **CHAIR: ALLAN J MYERS AC QC**

Human Resources (HR) and Remuneration Committee of Council exercises governance responsibilities in the oversight of the remuneration of senior executives of the University of Melbourne (as defined in University regulation) and the HR Strategy of the University.

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## **Infrastructure Committee** **CHAIR: MARTYN MYER AO**

The Infrastructure Committee is an expert advisory committee established to provide advice to Council on the University's overall property strategy and master planning, and development and delivery of major capital projects to enable achievement of the University's overarching strategic goals.

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## **University of Melbourne Foundation and Trusts Committee** **CHAIR: THE HON JUSTICE JOHN MIDDLETON**

The University of Melbourne Foundation and Trusts Committee assists Council in overseeing and administering philanthropic funds from donors to any part of the University. The Committee ensures the appropriate and effective acceptance and use of any gift, bequest and pledge ('gift') received and supports the work of existing foundations, funds, boards and advisory groups associated with such gifts. The Committee also oversees the University's stewardship of endowments and trusts.

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# Senior leadership University management

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The senior leadership team is responsible for developing and implementing the University of Melbourne's strategic vision.

## University Executive comprises senior leaders in Academic Divisions, University Services and Chancellery

**Vice-Chancellor and Principal**  
**PROFESSOR GLYN DAVIS AC**  
BA NSW PhD ANU FASSA FIPAA

**Provost**  
**PROFESSOR MARGARET SHEIL**  
BSc (Hons) PhD UNSW FRACI FTSE

**Deputy Provost and Deputy Vice-Chancellor (International)**  
**PROFESSOR SUSAN ELLIOTT**  
MBBS MD Melb FRACP  
(until February 2017)

**Deputy Vice-Chancellor (Academic and Undergraduate) and Deputy Provost**  
**PROFESSOR RICHARD JAMES**  
BSc MEd DEd Melb DipEd Melb.StateColl.  
(from April 2017)

**Deputy Vice-Chancellor (Graduate) and Deputy Provost**  
**PROFESSOR CAROLYN EVANS**  
BA/LLB (Hons) Melb PhD Oxon  
(from July 2017)

**Deputy Vice-Chancellor (Research)**  
**PROFESSOR JAMES MCCLUSKEY**  
BMedSci MBBS MD UWA FRACP FRCPA FAA

**Vice-Principal (Administration and Finance and Chief Financial Officer)**  
**MR ALLAN TAIT**  
BScSci (Hons) Birm ACA ACAEW

**Vice-Principal (Advancement)**  
**MR NICK BLINCO**  
BA Hull MSt Oxon

**Vice-Principal (Engagement)**  
**MR ADRIAN COLLETTE AM**  
BA LaTrobe MA Melb

**Vice-Principal (Enterprise)**  
**MR DORON BEN-MEIR**  
BSc BE (Hons) Monash GAICD

**Vice-Principal (Policy and Projects)**  
**DR JULIE WELLS**  
BA DipEd UWA BA (Hons) Murdoch PhD Monash

**Head of University Services**  
**MR PAUL DULDIG**  
MEc Adel

**President of Academic Board**  
**PROFESSOR NILSS OLEKALNS**  
BEc Adel MEc ANU MA UWU PhD LaTrobe

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## Deans

**Faculty of Architecture Building and Planning**  
**PROFESSOR JULIE WILLIS**  
BArch BPD PhD Melb

**Faculty of Arts**  
**PROFESSOR MARK CONSIDINE**  
BA (Hons) PhD Melb FASSA FIPAA

**Faculty of Business and Economics**  
**PROFESSOR PAUL KOFMAN**  
MEc PhD Erasmus

**PROFESSOR ZEGER DEGRAEVE**  
(Dean Melbourne Business School)  
BSc Ghent MBA KU Leuven (BE) PhD Chicago

**Faculty of Medicine, Dentistry and Health Sciences**  
**PROFESSOR SHITIJ KAPUR**  
MBBS AIIMS PhD Toronto

**Faculty of Science**  
**PROFESSOR KAREN DAY**  
BSc (Hons) PhD Melb

**Faculty of Veterinary and Agricultural Sciences**  
**PROFESSOR JOHN FAZAKERLEY**  
BSc (Hons) Durh PhD Lond MBA Edin

**Faculty of the Victorian College of the Arts and Melbourne Conservatorium of Music**  
**PROFESSOR BARRY CONYNGHAM AM**  
BA MA (Hons) Syd DMus Melb  
CertPostdocStud USCD

**Melbourne Graduate School of Education**  
**PROFESSOR FIELD RICKARDS**  
BSc (Hons) Melb MEd VUManc  
PhD Melb FACEL FACE  
(until March 2017)

**PROFESSOR LESLEY FARRELL**  
BA (Hons) DipEd MEd PhD Monash  
(Acting Dean from March to December 2017)

**Melbourne Law School**  
**PROFESSOR CAROLYN EVANS**  
BA LLB (Hons) Melb PhD Oxon  
(until July 2017)

**PROFESSOR JENNY MORGAN**  
BA Syd LLB UNSW LLM Yale  
(Acting Dean from July 2017)

**Melbourne School of Engineering**  
**PROFESSOR IVEN MAREELS**  
Ir Ghent PhD ANU FTSE FIEEE FIEAust CPEng

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## Faculties, Schools and Other Academic Units

In 2017 the University of Melbourne comprised ten faculties and four other academic units.

### Faculty of Architecture, Building and Planning

Faculty of Architecture, Building and Planning is a single-department faculty, comprising one graduate school: Melbourne School of Design

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### Faculty of Arts

Faculty of Arts comprises the following graduate schools, schools and institute:

- Melbourne School of Government (graduate school)
- Graduate School of Humanities and Social Sciences (graduate school)
- School of Culture and Communication
- School of Historical and Philosophical Studies
- School of Languages and Linguistics
- School of Social and Political Sciences
- Asia Institute

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### Faculty of Business and Economics

Faculty of Business and Economics consists of the following schools, departments and institute:

- Department of Accounting
- Department of Economics
- Department of Finance
- Department of Management and Marketing
- Melbourne Business School
- Melbourne School of Professional and Continuing Education (*established November 2017*)
- Melbourne Entrepreneurial Centre (*established November 2017*)
- The Melbourne Institute

### Faculty of Medicine, Dentistry and Health Sciences

Faculty of Medicine, Dentistry and Health Sciences consists of the following graduate schools, schools, departments and other academic units:

#### Schools

- Melbourne Dental School (graduate school)
- Melbourne School of Health Sciences (graduate school)
- Melbourne School of Population and Global Health (graduate school)
- Melbourne School of Psychological Sciences (graduate school)
- Melbourne Medical School (graduate school)
- School of Biomedical Sciences

#### Faculty Departments and Institutes

- Centre for Youth Mental Health
- Department of Medical Biology (Walter and Eliza Hall Institute of Medical Research)
- Peter Doherty Institute for Infection and Immunity
- Florey Department of Neuroscience and Mental Health
- Medical Bionics Department
- Melbourne Neuroscience Institute
- Melbourne Poche Centre for Indigenous Health
- Sir Peter MacCallum Department of Oncology
- Centre for Cancer Research

#### Departments

- Melbourne Medical School
- General Practice
  - Medical Education
  - Medicine and Radiology
  - Obstetrics and Gynaecology
  - Paediatrics
  - Psychiatry
  - Rural Health
  - Surgery

#### Melbourne School of Health Sciences

- Audiology and Speech Pathology
- Nursing
- Optometry and Vision Sciences
- Physiotherapy
- Social Work

#### School of Biomedical Sciences

- Anatomy and Neuroscience
- Biochemistry and Molecular Biology
- Microbiology and Immunology
- Pathology
- Pharmacology and Therapeutics
- Physiology

#### Melbourne Medical School Clinical Schools

- Austin Clinical School
- Ballarat Clinical School
- Bendigo Clinical School
- Epworth Clinical School
- Northern Clinical School
- Royal Melbourne Clinical School
- Shepparton Clinical School
- St Vincent's Clinical School
- Wangaratta Clinical School
- Western Clinical School

#### Melbourne Medical School Sites

- Eastern Hill
- Heidelberg
- Northern and Western
- Parkville
- Royal Children's
- Rural

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### Faculty of Science

Faculty of Science includes the following schools and other academic units:

- School of BioSciences
- School of Chemistry
- School of Earth Sciences
- School of Ecosystem and Forest Sciences
- School of Geography
- School of Mathematics and Statistics
- School of Physics
- Bio21 Molecular Science and Biotechnology Institute
- Office for Environmental Programs

## Faculty of Veterinary and Agricultural Sciences

Faculty of Veterinary and Agricultural Sciences includes the following graduate school, school and departments:

- Melbourne Veterinary School (graduate school)
- School of Agriculture and Food Sciences
- Department of Veterinary Clinical Sciences
- Department of Veterinary Biosciences
- The University of Melbourne Veterinary Hospital

## Faculty of Fine Arts and Music

(Prior to 13 December 2017 the faculty was named the Faculty of the Victorian College of the Arts and Melbourne Conservatorium of Music).

Faculty of Fine Arts and Music is a single faculty comprising the following two divisions, each headed by a Director:

- Melbourne Conservatorium of Music
- Victorian College of the Arts

## Graduate School of Education

Melbourne Graduate School of Education is a graduate school established as a faculty

## Melbourne School of Engineering

Melbourne School of Engineering is a graduate school consisting of the following schools and departments:

### School of Computing and Information Systems

- Computing and Information Systems

### School of Chemical and Biomedical Engineering

- Department of Biomedical Engineering
- Department of Chemical Engineering

### School of Electrical, Mechanical and Infrastructure Engineering

- Department of Electrical and Electronic Engineering
- Department of Infrastructure Engineering
- Department of Mechanical Engineering

## 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.

### 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.

### School of Melbourne Custom Programs

*(disestablished November 2017)*

School of Melbourne Custom Programs provides consultancy services, professional education and custom programs to the corporate and government sectors and staff of the University.

## Inter-Disciplinary Research Institutes

- Melbourne Energy Institute
- Melbourne Networked Society Institute
- Melbourne Neuroscience Institute
- Melbourne Social Equity Institute
- Melbourne Sustainable Society Institute

In addition to the objectives and functions related to their respective fields of operation, Interdisciplinary Research Institutes have the following common objectives:

- Respond to societal concerns which require interdisciplinary research approaches
- Increase public awareness of, and debate on, critical issues in their field
- Raise the profile of University research as the basis for various forms of partnerships
- Develop relationships with relevant government departments and instrumentalities, educational institutions, and government and private research agencies, both within Australia and internationally
- Promote, and attract funding for, interdisciplinary research in a recognised area of strength of the University
- Encourage, design and consider proposals for research projects, particularly collaborative research projects across the University
- Support research activities in selected priority areas, specific to their respective fields of operation
- Provide a point of contact for University and external parties interested in their field of operation, and
- Provide advice to the University on any matter which they consider appropriate relating to their field of operation.

## University departments not controlled or hosted by a faculty

University departments not controlled or hosted by a faculty are established for the purpose of organising non-academic activities of the University.

- Asialink
  - Atlantic Fellows for Social Equity
  - The Ian Potter Museum of Art
  - International House
  - Medley Hall
  - Melbourne Theatre Company
  - Melbourne University Sport
- 

## Subsidiary companies

- Australia India Institute Private Limited (India)
  - Australian Music Examinations Board (Vic) Ltd
  - Australian National Academy of Music Ltd Group (ceased to be a subsidiary in November 2017)
  - Melbourne Business School Ltd Group
  - Melbourne Dental Clinic Ltd
  - Melbourne University Publishing Ltd
  - MU Student Union Ltd
  - Nossal Institute Ltd
  - UMELB Pte Ltd (Singapore)
  - UOM Commercial Ltd Group
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# Statutory reporting



## 1. Statement on health and safety matters

The University of Melbourne has a broad Health and Safety risk profile, including specific risks associated with manual tasks, storage, handling and use of chemicals and biologicals, laboratory and workshop operations, travel and field work, and performance theatres.

Supported by the Health and Safety Management Plan 2014–2019, the Health and Safety Policy requires the University to provide a safe and healthy working and learning environment for all staff, contractors, students and visitors. The plan sets out health and safety goals against four strategic objectives.

### Health and Safety Strategic Plan, 2017 outcomes summary

Objective	Key Performance Indicators	2017 Outcome
Reduce occurrence or re-occurrence of workplace injuries and illnesses	<ul style="list-style-type: none"> <li>a. Zero Lost Time Injuries Frequency Rate (LTIFR) with an unacceptable tolerance of 1.55</li> <li>b. 5% reduction in injuries/illnesses resulting in five days or more of lost time</li> <li>c. 5% reduction in musculoskeletal disorder injuries resulting in five days or more of lost time</li> <li>d. 5% reduction in the injuries/illnesses resulting in 100 days or more of lost time</li> <li>e. 5% increase in reported injuries/illness (to reduce under-reporting or incidents)</li> </ul>	<ul style="list-style-type: none"> <li>a. <b>Target not achieved</b> ❌ LTIFR 2017: 1.82</li> <li>b. <b>Target not achieved</b> ❌ Increase injuries &gt;5 days lost</li> <li>c. <b>Target not achieved</b> ❌ Increase in MSD injuries &gt;5 days lost</li> <li>d. <b>Target not achieved</b> ❌ Increase in injury resulting in &gt;100 days lost</li> <li>e. <b>Target not achieved</b> ❌ 2.3.% increase in reported incidents and hazards</li> </ul>
Continually improve compliance with Occupational Health and Safety (OHS) legislation and effective implementation of the University of Melbourne's Health and Safety Management System (HSMS)	<ul style="list-style-type: none"> <li>a. Zero non-conformance findings in external audits</li> <li>b. Zero WorkSafe Improvement Notices</li> <li>c. Zero WorkSafe Prohibition Notices</li> </ul>	<ul style="list-style-type: none"> <li>a. <b>Target not achieved</b> ❌ 19 non-conformances issued by Lloyd's Register Quality Assurance Ltd (LRQA)</li> <li>b. <b>Target achieved</b> ✅ Nil improvement notices issued by WorkSafe</li> <li>c. <b>Target achieved</b> ✅ Nil prohibition notices issued by WorkSafe</li> </ul>
Improve health and safety leadership and culture throughout the University	<ul style="list-style-type: none"> <li>a. Implement revised Executive OHS Training program</li> </ul>	<ul style="list-style-type: none"> <li>a. <b>Target achieved</b> ✅ 33 participants completed the revised program 2017</li> </ul>
Provide high quality consistent and practical health and safety information and advice to the University community	<ul style="list-style-type: none"> <li>a. Minimum of average score of 3.5/5 in OHS sections of quality performance surveys</li> <li>b. Zero non-conformances to University-wide systems criteria in external Occupational Health and Safety Management System (OHSMS) audits i.e. OHS policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>a. <b>Target achieved</b> ✅ Mean satisfaction score of 7.9/10</li> <li>b. <b>Target achieved</b> ✅ Nil University-wide systems non-conformances in 2017</li> </ul>

## Health and Safety Management System

The University of Melbourne's Health and Safety Management System (HSMS) was subject to continual review in 2017. All health and safety policies, procedural principals and HSMS requirements were reviewed to meet changes to information technology systems, legislation or other legal requirements.

## Health and safety resources

In 2017 each operating division appointed local staff to provide health and safety support services. Higher risk divisions appointed local health and safety managers, and moderate and lower-risk divisions appointed part-time local health and safety advisory staff.

Complementing the local staff, specialist health and safety advisory services continued to be provided to all divisions through University Services.

## Consultative framework

Employees continue to be represented by elected and trained employee health and safety representatives. There were over 50 elected employee health and safety representatives holding office in 2017. Each division has a consultative Health and Safety Committee with membership comprising employer and employee representatives, and where applicable, student representatives.

Membership of the University-wide Health and Safety Committee (HSC) comprises equal numbers of employer and employee representatives. Students are represented via student observers. The employee representatives are elected from the pool of University employee health and safety representatives. The HSC met four times during 2017, with minutes of the meetings published on the University's safety website.

## Training

Over 16 000 training modules on health and safety were undertaken in 2017.

### Health and safety training provided: 2015–2017

Training Course Type	Attendees		
	2015	2016	2017
Roles and responsibilities – supervisory and non-supervisory staff	4,750	4,090	4,968
Health and wellbeing, change management and psychosocial	3,310	3,553	5,052
First aid and emergency management	1,232	859	1,161
Chemical safety, radiation safety and compressed gas safety	689	1,184	1,924
Manual handling and ergonomics	680	696	2,121
Personal protective equipment	178	146	778
Health and safety representative	6	2	6

## Emergency preparedness and response

The University's emergency preparedness and response procedures are based on the requirements of AS3745 Planning for Emergencies in Facilities. The University continued to implement its campus-wide and local building emergency plans. Bushfire response plans have also been developed for the University's rural campuses at Dookie and Creswick.

In 2017 over 558 evacuation diagrams were reviewed, published and posted in University buildings.

Building evacuation drills were undertaken in each occupied building during 2017. A review of the effectiveness of each evacuation is undertaken by the building chief warden.

## Critical incident management

The University continued implementation of a revised critical incident management framework in 2017. The framework aligns with the University's plans with the Australasian Inter-Service Incident Management System (AIIMS) used by emergency services agencies.

The role of duty officer, supporting initial assessment and response to potential critical incidents, continued in 2017. Two critical incident simulation exercises were undertaken in 2017. Both exercises involved personnel from across the campuses and tested the University's ability to respond to escalating events. The first focussed on an external event, the second on an internal event.

## Radiation management

During 2017 the University's Electromagnetic Radiation Committee met on four occasions to monitor implementation of the University's radiation safety initiatives and management licence.

The University's radiation management licence was amended 17 times throughout 2017 to meet the research and teaching needs of the University. In 2017 the University continued to refine the internal radiation laboratory certification program through development of a self-certification process. This program continues to be supported by risk-based review and monitoring by the University's radiation safety team.

## Occupational health surveillance and programs

The University coordinates and implements health monitoring and vaccination programs supporting its compliance obligations, and voluntary vaccination programs to reduce the incidence of staff illness.

During 2017, over 250 Health and Hazard Assessment Questionnaires were reviewed by an Occupational Health Nurse, resulting in 94 screening reviews with staff and students.

### Occupational health and service – Services provided/facilitated: 2015–2017

Service provided	2015	2016	2017
Influenza vaccinations	3,468	3,746	4,013
Spirometry	172	82	233
Audiometry	97	17	105
Pathologies and biological screening	25	5	12
Q Fever vaccinations	126	309	338

## Workers' compensation and injury management

An early intervention approach has ensured that return-to-work plans were developed for all compensable injuries during 2017. The University's injury management staff continued to assist injured staff with non-compensable injuries and other health-related conditions to ensure successful return-to-work outcomes.

## Self-insurance approval and workers' compensation compliance

WorkSafe Victoria approved renewal of the University's workers' compensation self-insurance for the maximum period of six years – that is, until 30 September 2023.

During 2017 independent auditors completed an audit of a selection of Workers' compensation claims. One non-conformance was identified. The University implemented a corrective action plan to address the identified non-conformance.

### Regulatory activity

The University continued to work cooperatively with health and safety regulators, in particular WorkSafe Victoria, the most active health and safety regulator at the University throughout the year. WorkSafe activity consisted of visits following incident notifications to WorkSafe, visits by WorkSafe in response to requests by employees and a WorkSafe initiated project.

### WorkSafe Victoria activity: 2015–2017

Action	2015	2016	2017
Visits to the University's workplaces by WorkSafe	7	13	12
Prohibition notices issued by WorkSafe	0	0	0
Improvement notices issued by WorkSafe	1	0	0
Health and safety convictions	0	0	0

## Health and safety performance

To assist in monitoring the effectiveness of the health and safety management system, performance reports are provided to a number of consultative, management, executive and governance forums within the University, including the Risk Management Advisory Group, University Executive, and Audit and Risk Committee. Local health and safety staff provide health and safety performance reports to their respective division executives. All significant incidents are reviewed in detail and, where appropriate, action plans put in place to minimise risk of reoccurrence.

### Health and Safety incident statistics: 2015–2017

Performance indicator	2015	2016	2017
Reported incidents (including injury and illness)	1,221	1,354	1,389
Reported incident incidence rate (per 100 FTE employees)	14.26	16.24	16.60
Days lost due to reported injuries	429	317	1,190
Number of workers compensation claims	96	99	104
Number of lost time incidents (LTI)	23	11	28
LTI incidence rate (per 100 FTE employees)	0.27	0.13	0.34
Lost time injury frequency rate (per 1 million hours worked)	1.51	0.72	1.82
Average cost per claim (including estimate of future costs)	\$12,152	\$4,852	\$11,290
Work-related fatalities	0	0	0

## Incidents requiring notification to WorkSafe

The *Occupational Health and Safety Act 2004 (Vic)* requires the University to notify WorkSafe Victoria of all serious injuries, dangerous occurrences and deaths at the workplace. A breakdown of these incidents is outlined in the table below. An investigation of each incident has either commenced or been completed. Corrective and preventative actions were instigated to prevent or reduce the risk of reoccurrence.

## External Health and Safety Management System audits

Conformance of the University of Melbourne's External Health and Safety Management System (HSMS) to the National Self-Insurer OHS Management System Audit Tool is a requirement of the University's Workers' compensation self-insurance approval.

During 2017, an external surveillance audit was undertaken by Lloyd's Register Quality Assurance auditors to support the maintenance of the University's external certification of the HSMS to the NAT and AS/NZS 4801:2001 Occupational Health and Safety Management Systems.

The surveillance audit assessed 211 audit criteria across four academic divisions, University Services, and one other University department. Nineteen criteria were assessed as non-conformances.

Corrective actions have been implemented and these non-conformances were closed in 2017. The University successfully maintained the certifications NAT and AS4801 until 2019.

During 2017, the University successfully closed out 22 criteria assessed as non-conformances from the Self-Insurance Renewal Audit undertaken by WorkSafe auditors in 2016.

## Internal Health and Safety Management System audits

The internal audit program identified general levels of compliance relating to emergency management, monitoring and measurement, and training. Continuous improvement opportunities have been proposed for the establishment and implementation of objectives and targets, risk management, contractor management and licence requirements for staff using private vehicles for work purposes.

## Notifications to WorkSafe: 2015–2017

Type	Event	2015	2016	2017
Serious injury or illness	Immediate medical treatment resulting from a laceration	6	12	9
Serious injury or illness	Immediate medical treatment resulting from temporary loss of bodily function	4	0	3
Serious injury or illness	Admission as an inpatient in a hospital	3	2	0
Serious injury or illness	Medical treatment within 48 hours of exposure to a substance	5	1	1
Dangerous occurrence	Uncontrolled implosion, explosion or fire	2	3	1
Dangerous occurrence	Escape, spillage or leakage of any substance, including dangerous goods	0	0	1
Dangerous occurrence	Fall or release from a height of any plant, substance or object	6	4	4
Death at a workplace	Non-work-related fatalities	0	1	0
<b>Total</b>	<b>All incidents</b>	<b>26</b>	<b>23</b>	<b>19</b>

## 2. Risk management strategy

Identifying and managing risk is a core component of the University of Melbourne's Accountability and Performance Management Cycle, consistent with the Victorian Risk Management Framework.

At a governance level, Council approved a risk management framework (based on the AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines), with Council's Audit and Risk Committee exercising an oversight role on behalf of Council to ensure that designated risk accountabilities were properly exercised.

At management level, risk is monitored and managed through the Risk Management Advisory Group, with oversight from Chancellery Executive and University Executive. Within the University's administration, the Vice-Principal, Policy and Projects has delegated accountability for the development of the risk management framework and coordination of attendant risk management programs. Implementation is overseen by the Head of University Services.

Academic and administrative divisions undertake regular strategic risk assessments that are integrated as part of the business planning process, with mitigation a core responsibility of all senior managers. In addition, the University has a dedicated program for managing specialist risk in the areas of occupational health and safety, biosafety, insurance, WorkCover, IT and information services, fraud, business continuity planning, and crisis management and emergency management planning. Quarterly reports are received by the Risk Management Advisory Group.

### Attestation

Consistent with the Victorian Risk Management Framework, I, Glyn Davis, certify that the University of Melbourne has risk management processes in place to enable the University to manage its key risk exposures. The Audit and Risk Committee verifies this assurance and the risk profile of the University of Melbourne has been reviewed within the last 12 months.



**Professor Glyn Davis AC**  
Vice-Chancellor, University of Melbourne  
March 2018

## Section A. University-controlled entities

(Entities with no anticipated termination date. University of Melbourne appointments to boards of its controlled entities are covered by its Directors and Officers' Liability Policy and in line with University of Melbourne commercial activities guidelines.)

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
Australia India Institute Private Limited	To provide programs on public health, energy, food, security skills and higher education, including support to young professionals, establishing leadership programs, and facilitating research partnerships	Professor Karen Day Professor Craig Jeffrey Mr Allan Tait	Mr Robert Johanson (Chair) Professor Amitabh Mattoo	Low	Low
Australian Music Examinations Board (Vic) Ltd	To promote music, music education and the appreciation of music  Achieved primarily by organising, supervising and conducting music examinations	Dr Joel Brennan (Deputy Chair) Professor Barry Conyngham AM (Chair) Ms Leanne Fisher (Company Secretary) Ms Colleen Pearson Professor Susan Wright	Ms Elizabeth Mitchell Ms Alison Sewell	Low	Low
Australian National Academy of Music Ltd and its subsidiary ANAM Foundation Ltd*	To be a national institution, celebrated for the achievements of our musicians and alumni, and regarded as one of the world's premiere classical music performance preparation institutions	Mr Nick Bailey (Company Secretary) Mr Adrian Collette (Member Representative) Professor Barry Conyngham AM Mr John Daley	Ms Alison Beare Ms Janet Holmes á Court AC Mr Andrew McCalman Mr David Mackintosh Mr Ian McRae AO (Chair)	Low	Low
Goulburn Valley Equine Hospital Pty Ltd	To employ or engage services of legally qualified veterinary surgeons and to make available the services of veterinary surgeons to perform and render veterinary services  To promote, subsidise and aid chemical, scientific, technical and industrial studies, research, investigation and invention	Professor John Fazakerley (Chair) Ms Lyn McColl	Mr Justin Hocking	Low	Low
Melbourne Business School Ltd (not a Corporations Act subsidiary) and its subsidiaries MBS Foundation Ltd and Mt Eliza Graduate School of Business and Government Limited	To undertake education of University graduates and others in management studies  To conduct post-experience courses for practicing managers  To conduct postgraduate research programs into management and related areas, and to promote, licence, develop and apply results of research activities	Professor Glyn Davis AC Professor Zeger Degraeve Associate Professor Douglas Dow Professor Paul Kofman Mr Marc Flipo (Company Secretary)	Mr Ross Barker (Chair) Mr Tony Burgess Dr Jacinth Kincaid Fairley Ms Jacqueline Hey Mr Dean Ireland Mr Robert Johanson Ms Antoinette Kimmitt Mr Cameron Leitch Ms Xiaoling Liu Mr Geoff Lord Mr Ari Mervis Mr Scott Tanner Mr Frank Zipfinger	Medium	Medium

\* Memorandum and Articles of Association have been amended to reflect that the University now has 50% control with the Commonwealth of Australia

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
Melbourne Dental Clinic Ltd	<p>To provide students with world-class clinical training as a core component of their studies</p> <p>To provide continuing professional development training to persons working in the area of oral health and to facilitate research into oral health</p> <p>To allow students to be exposed to direct patient contact in a private clinical environment</p>	<p>Professor Beverley-Ann Biggs</p> <p>Ms Leanne Fisher <i>(Company Secretary)</i></p> <p>Mr Ian Marshman <i>(Chair)</i></p> <p>Professor Mike Morgan</p> <p>Professor Peter Parashos</p>	<p>Mr Timothy Hogan</p> <p>Associate Professor John Matthews</p>	Medium	Medium
Melbourne University Publishing Limited	To commission, receive, prepare, publish, distribute and license use of educational, literary and artistic work, audio, audio-visual material and computer software	<p>Professor Margaret Abernethy</p> <p>Mr Allan Tait</p> <p>Mr Richard Tegoni <i>(Company Secretary)</i></p> <p>Professor Gillian Triggs</p> <p>Professor Ian Young</p>	<p>Ms Louise Adler, AM</p> <p>Mr Robert Carr</p> <p>Mr Daniel Gorog</p> <p>Mr Laurence Muller <i>(Chair)</i></p> <p>Mr Tony Peake</p> <p>Ms Jacyl Shaw</p>	Low	Medium
MU Student Union Limited	<p>To advance the educational experience of students of the University by providing amenities, services and facilities for the benefit of students</p>	<p>Ms Elizabeth Capp</p> <p>Ms Jill Carter</p> <p>Dr Gioconda Di Lorenzo <i>(Company Secretary)</i></p> <p>Ms Alex Lawlor</p> <p>Mr Ross McPherson <i>(Chair)</i></p>	Mr Graham Dennehy	Low	Low
Nossal Institute Limited	<p>To undertake or provide research, development, education, training, consultancies or other activities in the medical or related areas</p> <p>To provide facilities for study, research and education</p>	<p>Ms Leanne Fisher <i>(Company Secretary)</i></p> <p>Professor James McCluskey <i>(Chair)</i></p> <p>Professor Barbara McPake</p> <p>Mr Allan Tait</p>		Medium	Low
UoM Commercial Ltd and its subsidiary UM Commercialisation Pty Ltd	To commercialise educational services	<p>Mr Doron Ben-Meir <i>(Chair)</i></p> <p>Mr Greg Carter <i>(Company Secretary)</i></p> <p>Professor Mark Considine</p> <p>Professor James McCluskey</p> <p>Professor Margaret Sheil</p> <p>Mr Allan Tait</p>	Mr Geoffrey Rees	Low	Low
UMELB Pte Ltd	To undertake University profiling, student recruitment, alumni support and donor relationship development	<p>Ms Carmel Murphy</p> <p>Mr Alan Tait</p>	Mr See Yong Beng	Low	Low

## Section B. Significant involvements with external corporations

(Appointments made by the University to boards of other corporations are covered by its Directors and Officers' Liability Policy and in line with University of Melbourne commercial activities guidelines. As this section only lists '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	Status – ongoing or anticipated termination date	Level of financial risk	Level of reputational risk
Australian Synchrotron Holding Company Pty Ltd	<p>To use accelerator technology to produce powerful source of light – x-rays and infrared radiation – a million times brighter than the sun</p> <p>To enable science for the benefit of the community, by providing world-class synchrotron expertise and facilities</p>	N/A	N/A	Ongoing	Low	Low
Bio21	<p>To develop and enhance reputation of Victoria as a leading academic centre for the advancement of knowledge in fundamental areas of biology, medicine, science and technology</p> <p>In cooperation with other universities, educational and scientific institutions and other persons, to conduct world-class training, financially viable biotechnology research, and to facilitate development and commercialisation of the results of that research</p>	<p>Mrs Sally Campbell</p> <p>Professor David Copolov</p> <p>Professor Jack Findlay</p> <p>Professor Ian Gust (<i>Chair</i>)</p> <p>Professor Douglas Hilton</p> <p>Professor Malcolm McConville</p> <p>Professor Katherine McGrath</p> <p>Professor Peter Rathjen</p> <p>Dr Graeme Woodrow</p> <p>Professor Jeffrey Zajac</p>	N/A	Ongoing	Low	Low
UIIT Pty Ltd	<p>To provide seed funding to further develop promising research outcomes</p> <p>To assist with commercialisation of such research outcomes</p>	Mr Allan Tait	<p>Professor Les Field</p> <p>Professor Duncan Ivison</p> <p>Mr David Miles AO (<i>Chair</i>)</p> <p>Mr Greg Pringle</p> <p>Dr Jack Steele</p>	Ongoing	Low	Low

Entity	Principal objectives	Members of University staff or Council serving as board members	Other University appointees serving as board members	Status – ongoing or anticipated termination date	Level of financial risk	Level of reputational risk
UniSeed Management Pty Ltd	To provide management services to UIIT Pty Ltd	Mr Allan Tait	N/A	Ongoing	Low	Low
Universitas 21 Equity Ltd	To hold part of the issued share capital of Universitas 21 Global	Mr Ian Marshman	N/A	Ongoing	Low	Low
Universitas 21 Global Pte Ltd (Joint venture between Universitas Equity and MULI (Mampal))	To be online graduate school that provides leading-edge access to educational programs designed to meet the needs of individuals and corporations in the information economy of the 21st century  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	Mr Ian Marshman	N/A	Ongoing	Low	Low
Universitas 21 LBG	To provide a pre-eminent brand for educational services supported by strong quality assurance framework To allow member universities to pursue significant global initiatives going beyond their individual capabilities	Professor Glyn Davis AC	N/A	Ongoing	Low	Low

### 3. Conformity with Building Act 1993 (Vic)

#### Major projects (new and existing building works)

The University of Melbourne implemented the following mechanisms to ensure new buildings and works on existing buildings conform to building standards:

- Project Services closely examines each major project prior to selection of the project team
- Selected design consultants for each project are University-registered or Department of Infrastructure-registered consultants and 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's Project Management Procedures Manual and Design Standards
- The University has promulgated procedures similar to those required by the private sector for issuing of building permits
- All projects are monitored by University project managers and appointed consultants to ensure that projects comply with current building regulations and statutory requirements
- Where required by 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 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
- The University issued 83 projects with building permits, each with a value of more than \$50 000. Of those, 41 projects were completed throughout 2017 and certificates of final inspection issued. The remaining 42 projects are still under construction, due for completion in 2018 and 2019. In addition, 38 projects were not subject to certification of plans or building surveyor involvement during construction. None of these come within the jurisdiction of the *Building Act 1993* or required structural change necessitating building surveyor inspections. A further 16 projects are in design phase and a building permit may need to be applied for in 2018.

### 4: National competition policy and competitive neutrality requirements

The University has established policies and processes to practise competitive neutrality in relation to relevant business activities.

### 5: Compliance with Education Services for Overseas Students Act 2000 (ESOS ACT)

The University of Melbourne continued to maintain compliance with requirements under the Commonwealth *Education Services for Overseas Students Act 2000* (ESOS Act), including the revised National Code released in 2017.

Implementation of the University's ESOS Coordination Framework, designed to minimise risk and enable continued compliance with future ESOS Act requirements, continued to progress. The University used established practice to inform staff about its ESOS Act obligations through ongoing communications and websites.

The simplified student visa framework (SSVF), commenced on 1 July 2016, has made the process of applying for a student visa simpler to navigate for eligible students, delivers a more targeted approach to immigration integrity and reduces red tape for business.

## 6: Statutes and regulations

The University Statute, Regulations and Standing Resolutions of Council are administered in accordance with the provisions of the *University of Melbourne Act 2009*.

In 2015 the University undertook an extensive review of its Statutes and Regulations, and the outcomes of the review were implemented in 2016.

On 24 June 2016, the Minister for Training and Skills approved the University of Melbourne's new revised Statute. Subsequently, on 21 July 2016, the University published its new regulatory framework, comprising the revised University of Melbourne Statute, three sets of Regulations – the Council Regulation, Academic Board Regulation and Vice-Chancellor Regulation – and University

policies and processes. Some minor amendments to the Council Regulation were approved by Council in 2017.

## 7: Compliance with Protected Disclosure Act 2012

The *Protected Disclosure Act 2012* (Vic) ('Act') enables people to make disclosures about improper conduct by public bodies, their staff and officers, or about detrimental action taken in reprisal for a disclosure, without fear of reprisal. The Act aims to ensure openness and accountability by encouraging people to make disclosures, and by ensuring their protection from detrimental action when they do.

As the University of Melbourne has not been prescribed as a public body that can receive disclosures under the Act, disclosures of improper conduct and detrimental action must be made to the Independent

Broad-based Anti-corruption Commission (IBAC) or to the Victorian Ombudsman.

Under the Act, the IBAC has a key role in receiving, assessing and investigating disclosures about improper conduct or detrimental action.

It is an offence to reveal information about the content of a protected disclosure, including the identity of the person who made the disclosure, except in limited circumstances. A breach of confidentiality constitutes a criminal offence punishable by a financial penalty and/or up to two years' imprisonment. It is also a criminal offence to harass,

intimidate, disadvantage or discriminate against another person because they have made a protected disclosure.

In addition, where the University becomes aware that a matter is being handled under the Act, the University must protect the person(s) who made the protected disclosure from detrimental action in reprisal for that disclosure.

The University's policy on protection from detrimental action can be found in the *Appropriate Workplace Behaviour Policy: [policy.unimelb.edu.au/MPF1328](http://policy.unimelb.edu.au/MPF1328)*.

## 8: Compliance with Carers Recognition Act 2012

Through a range of policies, programs and training initiatives the University of Melbourne demonstrates its commitment to ensuring full compliance with the aims, objectives and care relationship principles designed to recognise carers under the *Carers Recognition Act 2012* (Vic). In particular, the University took all practicable measures in 2017 to:

- Maintain and promote optimal carer's leave and flexible working policies enabling carers to balance work and their carer role. Staff may access up to 20 days' paid carer's leave (15 days' cumulative

and 5 days' non-cumulative per annum) and various flexible work arrangements (48/52, work from home, job share etc).

- Promote compliance with the Carers Act. The University underpins carer's leave and flexible working procedures and guidelines with training, clear policy statements and supportive online resources on a dedicated family and carers website for all staff, supervisors and carers.
- Ensure staff promote, understand and are aware of the care relationship principles in dealing with colleagues

who are carers or being cared for. All staff receive orientation and ongoing training in appropriate, respectful and non-discriminatory workplace conduct.

- Reflect the care-relationship principles and ensure staff reflect the principles in developing, providing and evaluating support and assistance for those in care relationships. All staff, and family of staff, are offered counselling services through the University's Employee Assistance Program and Staff Wellbeing Program. Surveys are conducted to gain feedback on these programs.

## 9: Freedom of information

### Activity report

In the period from 1 July 2016 to 30 June 2017, the University of Melbourne received 40 new requests for documents under the provisions of the *Freedom of Information Act 1982* (Vic) ('Act').

Thirty three requests were deemed to be valid under provisions of the Act.

Of the valid requests, access to documents was granted in full in response to 14 requests, partial access was granted in response to three requests and access was denied in full in response to seven requests. Two requests were withdrawn and two requests were not pursued as the applicants elected not to proceed with their application. Documents were released outside the Act in response to four requests and one request had not been finalised by the end of the reporting year.

The remaining 16 requests were either resolved outside the formal freedom of information process or not pursued because the applicant did not pay the application fee.

The Principal Officer of the University of Melbourne is the Chancellor. The University Secretary is authorised by the Chancellor to make decisions and exercise statutory power on behalf of the University in accordance with the Act.

All formal requests for access to documents of the University, under the provisions of the Act, should be made in writing via email to [foi-officer@unimelb.edu.au](mailto:foi-officer@unimelb.edu.au) and addressed to the University Secretary.

Enquiries on any aspect of the freedom of information legislation, or for assistance that may be required to identify documents of the University available under the Act, should be directed to the Policy and Compliance Education team within Legal and Risk via email to [foi-officer@unimelb.edu.au](mailto:foi-officer@unimelb.edu.au).

Where access is granted to inspect or obtain material, arrangements will be made during regular business hours, Monday–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 Act are in accordance with standard provisions of the Freedom of Information (Access Charges) Regulations 2014.

### Categories of documents

The University of Melbourne Enterprise Classification Scheme includes the following document categories: Academic Programs, Alumni Relations, Collection Management, External Relations, Equipment, Financial Management, Governance, Human Resources, Information Management, Legal Services, Occupational Health and Safety, Property Assets, Research, Student Administration, and Student Services.

## 10: Statement concerning compulsory non-academic fees and charges

Following the Australian Government's amendment of the *Higher Education Support Act 2003* through the *Higher Education Legislation Amendment (Student Services and Amenities) Act 2010*, the University introduced an amenities and service fee in 2012. The fee for 2017 was \$294 for full-time students and \$220 for part-time students. Used to support student services and amenities of a non-academic nature, in 2017 these funds were provided to the University of Melbourne Student Union, Melbourne University Sport, Graduate Students Association, the Student Services and Amenity Fee Grant Program, and other areas across the University to support activities including employment and career advice, child care, financial advice, food services, and sporting and recreational activities.

## 11: Further information

The University of Melbourne 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
- Details of major research and development activities undertaken by the entity
- Details of overseas visits undertaken, including a summary of objectives and outcomes of each visit
- General statement on industrial relations within the entity and details of time lost through industrial accidents and disputes
- Details of all consultancies and contractors including:
  - Consultants/contractors engaged
  - Services provided
  - Expenditure committed to for each engagement.

Enquiries should be addressed to:  
University Secretary  
The University of Melbourne Vic 3010



# Financial report



# Financial report index

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# Financial statement overview

## Year in review

The University of Melbourne's financial position continues to support the objectives of *Growing Esteem*, with the University returning a reasonable surplus in 2017 while maintaining a strong balance sheet structured to maximise investment in teaching, research and the student experience.

## Measuring our financial performance

The University manages its financial performance through the underlying operating result. The underlying operating result reflects the capacity of the University to live within its means, by removing from the overall/accounting result, items that distort core operating and financial performance, such as financing and investment activities, and income of a capital nature. The underlying surplus provides a nominal safeguard against unforeseen adverse events and contribution to the University's capital program.

The overall/accounting surplus is a combination of the underlying surplus, returns on the investment portfolio, grant income of capital nature, and endowment philanthropic income. The returns on the investment portfolio are subject to volatility of global markets and, as demonstrated in other institutions during the global financial crisis, relying on them for operations is a high-risk strategy. In addition, a large component of investment returns is non-discretionary as it is tied to the purpose for which the endowment was made.

## Understanding our financial performance

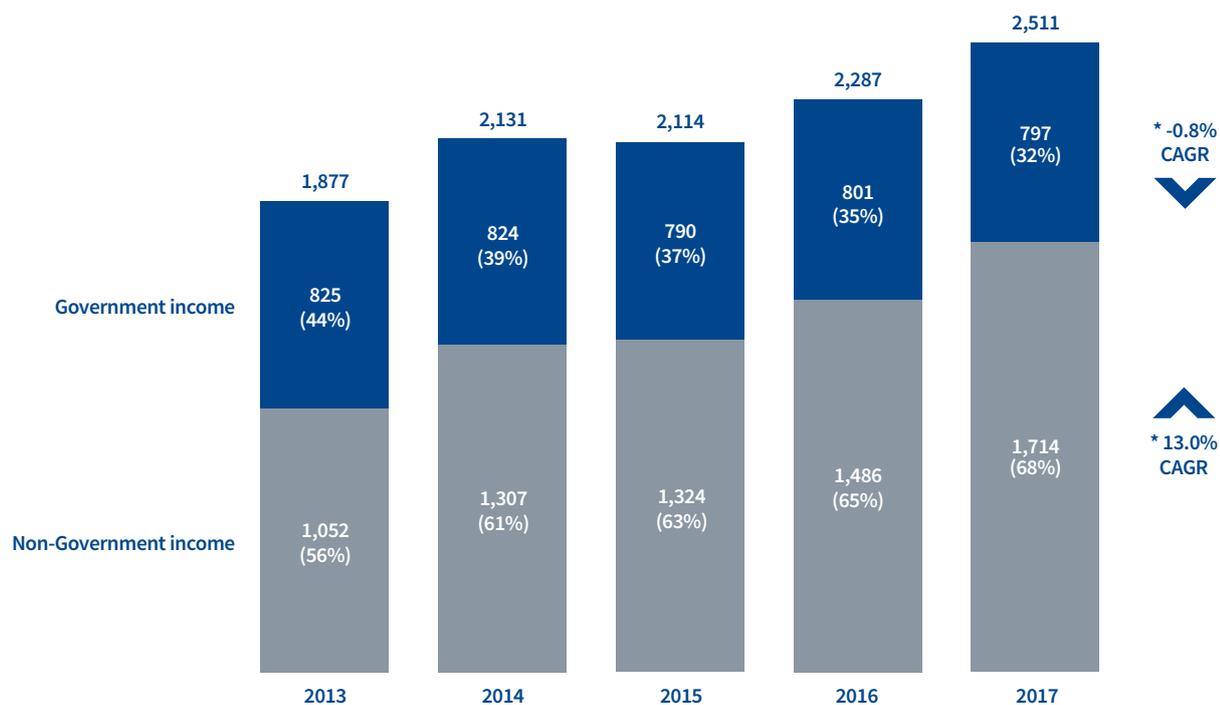


The 2017 overall/accounting result was \$223 million, \$61 million higher than the previous year. The increase from the previous year is due to higher investment earnings, gain on sale of a University property, and several large philanthropic donations received during the year.

For the year ended 31 December 2017, the University recorded a small underlying operating surplus of \$26 million, representing a modest underlying operating margin of 1.1 per cent of underlying income. Operating in such a low margin environment requires careful financial management but is commensurate with the University's not-for-profit status and its commitment to invest all of its earnings for the benefit of its academic mission.

While at the overall/accounting result-level it may appear as though the University is generating a large surplus (\$223 million), this is illusory. First, it is predominantly driven by financing activities and tied endowment income, not core university activities. Second, the composition of revenue is shifting and the University must become more self-reliant. In the last five years, government funding has declined by 12 per cent and is now at 32 per cent of total income representing negative compound annual growth of 0.8 per cent, and the current Commonwealth higher education policy environment presents further challenges. This reinforces the need to diversify revenue sources, effectively manage resource allocation, and leverage the asset base to remain financially sustainable.

## Government vs Non-Government income (\$ million)



\* Compound Annual Growth Rate (CAGR) represents the annual annual growth rate over 2013 to 2017

A clear demonstration of the University's commitment to efficiency is the major business improvement program implemented in 2015 which has delivered a reduction in administrative costs of approximately \$190 million over a three-year period that has been repurposed to academic activities.

Further details of the components of the underlying operating result, along with a reconciliation to the accounting net result, are provided in the five-year financial summary (see page 110).

**\$2.3bn**  
Underlying income  
Up 6.3% on FY16

**50,270**  
Student EFTSL  
Up 4.5% on FY16

**Student revenue**  
54% International  
46% Domestic

Underlying income was \$2.274 billion, an increase of \$123 million or 5.7 per cent on 2016, driven by growth in student related revenue.

Student course fees and charges income again exceeded expectations, increasing by \$114 million from 2016 led by strong equivalent full-time student load (EFTSL) growth in international enrolments. Total international EFTSL increased by 2,318 from 2016.

Income from Commonwealth supported student load comprising Government and student contributions increased by \$19 million as shown in Note 2 to the financial statements (see page 122). The revenue increase is predominately due to a new \$9 million grant for supporting more women in Science Technology Engineering Medicine and Mathematics (STEMM) careers (as Commonwealth indexation was only 1.5 per cent). Despite growing demand, the University's ability to enrol Commonwealth-supported students is impacted with funding capped by the Australian Government.

**\$2.3bn**

**Underlying expenditure**

Up 7.8% on FY16

**\$683M**

**Academic salaries**

Up 8.1% on FY16

**\$502M**

**Professional salaries**

Up 6.7% on FY16

Underlying operating expenditure increased by \$164 million or 7.8 per cent to \$2.274 billion, driven by growth in teaching activity, strategic investment in core teaching and research activities, and costs of developing and maintaining infrastructure.

#### Notable movements in underlying expenditure

Academic salary expenditure increased by \$51 million or 8.1 per cent due to the growth in student load and research activity. Professional salary expenditure increased due to a combination of increases specified in the University's Enterprise Agreement and growth in investment in core teaching and research activities in support of the University's strategic goals.

Underlying non-salary expenditure increased by \$81 million or 8.3 per cent due to a combination of increased activity relating to the growth in student load, such as scholarships and student fee remissions, growth in costs associated with University software and systems, and increased contracted and professional service costs associated with the development of new student and innovation precincts.

## Financial position

**\$7.2bn**

**Total assets**

Up 10.9% on FY16

**\$1.5bn**

**Total liabilities**

Up 8.6% on FY16

**\$5.6bn**

**Net assets**

Up 11.6% on FY16

The University has an indicative capital plan of in excess of \$2 billion over a ten-year period, supporting the achievement of *Growing Esteem*, and leveraging its balance sheet strength to deliver greater commercial outcomes.

#### Robust balance sheet

Net assets of \$5.632 billion, increasing 11.6 per cent from 2016

#### Total assets

Increased \$706 million or 10.9 per cent to \$7.156 billion.

#### Key movements

- Cash and investments, disclosed as cash and cash equivalents and other financial assets increased by \$444 million due to a higher proportion of cash in the investment portfolio to meet capital plan commitments, revaluation of investments (\$67 million) and investment of donations and bequests received from trust funds (\$65 million).
- Property, plant and equipment increased by \$338 million due to a combination of the revaluation of land and buildings of \$301 million, construction additions to buildings of \$151 million, offset by depreciation expenditure of \$123 million and property disposals.

#### Total liabilities

Increased \$120 million or 8.6% to \$1.524 billion with the following

#### Key movements

- Other liabilities largely comprising of income received in advance, increased by \$55 million driven by growth in Australian Government-funded research and teaching-related activity aligned to targets set out in *Growing Esteem*.
- The University increased its leverage through the issue of a \$100 million domestic Australian dollar medium-term note for 25 years to deliver infrastructure to enable achievement of *Growing Esteem*. This was the main driver of the \$36 million increase to borrowings, noting that 2016 included a \$50 million bank overdraft to fund immediate cash requirements.

Other than the above key movements, there were no significant changes in the financial position during the year.

# Five-year financial summary

## Income statement

	2017 \$'000	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000
Income	2,511,203	2,286,948	2,114,329	2,131,232	1,876,582
Expenses	2,276,313	2,111,174	1,953,543	1,924,689	1,757,760
<b>Net result before impairment of available-for-sale financial assets</b>	<b>234,890</b>	<b>175,774</b>	<b>160,786</b>	<b>206,543</b>	<b>118,822</b>
Impairment expense on available-for-sale financial assets	12,068	14,120	9,979	23,601	2,216
<b>Net result</b>	<b>222,822</b>	<b>161,654</b>	<b>150,807</b>	<b>182,942</b>	<b>116,606</b>

## Statement of financial position

	2017 \$'000	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000
Current assets	792,129	635,861	405,382	296,145	289,023
Non-current assets	6,363,756	5,814,119	5,322,441	5,272,610	4,913,487
<b>Total assets</b>	<b>7,155,885</b>	<b>6,449,980</b>	<b>5,727,823</b>	<b>5,568,755</b>	<b>5,202,510</b>
Current Liabilities	728,912	698,971	586,312	609,312	619,478
Non-current liabilities	795,228	704,971	481,731	514,115	393,131
<b>Total liabilities</b>	<b>1,524,140</b>	<b>1,403,942</b>	<b>1,068,043</b>	<b>1,123,427</b>	<b>1,012,609</b>
Reserves	3,992,329	3,522,028	3,230,556	3,051,180	2,968,570
Retained surplus	1,639,416	1,524,010	1,429,224	1,394,148	1,221,331
<b>Total equity</b>	<b>5,631,745</b>	<b>5,046,038</b>	<b>4,659,780</b>	<b>4,445,328</b>	<b>4,189,901</b>
<b>Current ratio *</b>	<b>2.34</b>	<b>1.75</b>	<b>1.43</b>	<b>0.92</b>	<b>0.88</b>
<b>Debt to equity</b>	<b>11.4%</b>	<b>12.0%</b>	<b>7.0%</b>	<b>6.7%</b>	<b>4.0%</b>

The table above provides a summary of the University's financial results for the current and preceding four reporting periods. Where required, amounts have been restated to ensure consistent accounting treatment resulting from changes to accounting policy.

\* With exception to 2017, the University has in each of the years presented, an excess of current liabilities over current assets due to the classification of income in advance as a current liability while the related cash received is held in the University's long-term investment fund, which is classified as a non-current asset. The current ratio has been adjusted to exclude income in advance.

## Notes

- The University has several arrangements where contributions are made or received towards construction of buildings in exchange for the right to occupy space. In 2016, accounting treatment for all such arrangements was revised leading to a restatement of results for previous periods. The changes were applied to 2015 onwards however are not reflected in previous periods.
- An independent valuation of University collections was carried out as part of a rolling valuation policy, resulting in a significant increase to non-current assets and reserves in 2015 (\$101 million) largely relating to the University's archives of which major items include architectural plans, posters, photographs and digitised documents. Valuations in 2016 and 2017 were not significant.
- In 2014 the University issued domestic Australian dollar Medium Term Notes (MTN) to the value of \$250 million for 7 years. In 2017 the University issued domestic Australian dollar MTN to the value of \$100 million for 25 years.
- The University completed its first offering in the US Private Placement market during 2015. This comprised four tranches of senior notes totalling the equivalent of \$274 million AUD, \$41 million AUD was issued in 2015 for 20 years with three further tranches issued in 2016 (\$30 million AUD for 20 years, \$20 million AUD for 25 years and \$131 million USD for 30 years).
- In 2014, the University restructured its investment portfolio which resulted in approximately \$65 million in non-recurring non-cash gains on disposal of investments, increasing total income in that year.
- Independent valuations of land were carried out, increasing non-current assets and reserves in 2014 (\$104 million), 2016 (\$152 million) and 2017 (\$203 million). Buildings were valued in 2017 increasing non-current assets and reserves by \$98 million.

## Underlying income and expenditure

	2017 \$'000	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000
<b>Income per audited financial statements</b>	<b>2,511,202</b>	<b>2,286,948</b>	<b>2,114,329</b>	<b>2,131,232</b>	<b>1,876,582</b>
<b>Reconciling items:</b>					
Investment income (excluding endowments & research grants)	148,548	95,483	98,239	153,050	86,416
Non-cash gain from investment portfolio restructure	-	-	-	65,000	-
Gain from sale of asset	31,538	-	-	-	-
Infrastructure grant income	63	19,238	1,135	2,515	15,323
Endowment philanthropic income	57,504	22,085	37,618	18,865	23,836
<b>Underlying income</b>	<b>2,273,549</b>	<b>2,150,142</b>	<b>1,977,337</b>	<b>1,891,802</b>	<b>1,751,007</b>
<b>Expenditure per audited financial statements</b>	<b>2,288,381</b>	<b>2,125,294</b>	<b>1,963,522</b>	<b>1,948,290</b>	<b>1,759,976</b>
<b>Reconciling items:</b>					
Interest expense	28,667	27,244	14,000	13,334	13,996
Termination of interest rate swap	-	-	-	25,305	-
Impairment expense on available-for-sale financial assets	12,068	14,120	9,979	23,601	2,216
<b>Underlying expenditure</b>	<b>2,247,646</b>	<b>2,083,930</b>	<b>1,939,543</b>	<b>1,886,050</b>	<b>1,743,764</b>
<b>Net result per audited financial statements</b>	<b>222,822</b>	<b>161,654</b>	<b>150,807</b>	<b>182,942</b>	<b>116,606</b>
<b>Reconciling items:</b>					
Net discretionary financing activities*	107,813	54,119	74,260	155,810	70,204
Infrastructure grant income	63	19,238	1,135	2,515	15,323
Gain from sale of asset	31,538	-	-	-	-
Endowment philanthropic income	57,504	22,085	37,618	18,865	23,836
<b>Underlying operating result</b>	<b>25,904</b>	<b>66,212</b>	<b>37,794</b>	<b>5,752</b>	<b>7,243</b>
<b>Underlying operating margin</b>	<b>1.1%</b>	<b>3.1%</b>	<b>1.9%</b>	<b>0.3%</b>	<b>0.4%</b>

The table above provides a summary of the University's underlying income and expenditures for the current and preceding four reporting periods along with a reconciliation to the accounting net result.

\* Includes investment income (excluding endowments & research grants), non-cash gain from investment portfolio restructure, interest expense, termination of interest rate swap and impairment expense on available-for-sale financial assets.

### Notes

- Net discretionary financing activities** comprises total investment income less that relating to endowments and government grants as they are matched by operating expenditure. Impairment of investments and interest expense is also deducted.
- Infrastructure grant income** are grants received for capital projects and are excluded from the Underlying operating result due to the mismatch between income recorded and expenditure which inflates the net result. Income is recorded in the Income Statement whereas expenditure is capitalised in the Statement of Financial Position.
- Endowment philanthropic income** represents capital donations where the principal is to remain intact for a defined time period and income is generated on that principal for utilisation in future years.
- Gain from sale of assets** comprises of the sale of a University property in Sturt street Southbank, and has been excluded from the underlying result on the basis that it is a large abnormal item.

## Events occurring after reporting date

Apart from the item noted in Note 29 of the financial statements (see page 146), there are no matters or circumstances arising since the end of the financial year that have affected the financial position of the Group.

## Statutory requirements

Under the *Financial Management Act 1994* and associated Financial Reporting Directions, the University is required to provide details of expenditure on consultancies.

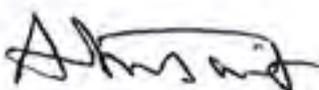
In 2017, there were 71 consultancies where total fees payable to the consultants were \$10,000 or greater. Total expenditure incurred during 2017 in relation to these consultancies is \$18.528 million (excluding GST). Details of individual consultancies can be viewed at [about.unimelb.edu.au/news-resources/reports-and-publications](http://about.unimelb.edu.au/news-resources/reports-and-publications). In 2017, there were three consultancies where total fees payable to the consultants were less than \$10,000. Total expenditure incurred during 2017 in relation to these consultancies is \$19,042 (excluding GST).

## Auditor-General's qualification

The University has elected to recognise deferred revenue as a currently liability in the financial statements for unexpended grant income providing a better indication of the University's financial performance. We regard receipt of these amounts as a reciprocal transfer where the grants have outstanding performance or return conditions. Under these conditions the amount received in advance is not recognised until we meet our obligations in the relevant year.

The Victorian Auditor-General has taken the view that amounts received from the State and Australian Governments should be treated as income in the year of receipt and for that reason has qualified the University's financial report. We do not agree with the interpretation of the nature of this income.

The Australian Accounting Standards Board (AASB) has released two new accounting standards for revenue which will be applicable to the University from 1 January 2019, AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit entities. We believe the introduction of these new standards will clarify our treatment and remove the current accounting qualification.



**Allan Tait**  
Chief Financial Officer  
14 March 2018

# RAYMOND PRIESTLEY BUILDING

| The Raymond Priestley Building, sitting in the heart of the Parkville campus, is the University's centre of leadership and administration.

# The University of Melbourne

## Financial statements

### Income Statement for the year ended 31 December 2017

	Note	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Income from continuing operations</b>					
Australian Government financial assistance					
– Australian Government grants	2	752,566	755,839	752,566	756,055
– HELP – Australian Government payments	2	270,207	261,019	270,207	261,019
State and Local Government financial assistance	3	44,258	54,844	44,282	54,916
HECS-HELP – student payments		33,834	37,422	33,834	37,422
Fees and charges	4	954,637	834,505	899,350	784,708
Investment revenue	5	137,814	112,028	132,440	107,375
Consultancy and contracts		87,492	78,881	89,229	76,600
Gain/(loss) on disposal of assets	10	30,895	145	21,906	379
Other revenue	6	222,585	186,255	224,395	187,702
Share of profit/(loss) of equity accounted investments	17	5,160	-	5,160	-
Other investment income	5	38,672	21,598	37,834	20,772
<b>Total income from continuing operations</b>		<b>2,578,120</b>	<b>2,342,536</b>	<b>2,511,203</b>	<b>2,286,948</b>
<b>Expenses from continuing operations</b>					
Employee related expenses	7	1,234,116	1,149,856	1,185,464	1,102,925
Depreciation and amortisation	18, 19	142,523	128,493	138,795	125,109
Repairs and maintenance		64,924	74,088	64,338	73,243
Finance costs	8	28,823	27,396	28,667	27,244
Impairment of assets (excluding available-for-sale financial assets)	9	1,982	1,579	1,950	1,560
Other expenses	11	876,520	783,039	857,099	781,093
<b>Total expenses from continuing operations</b>		<b>2,348,888</b>	<b>2,164,451</b>	<b>2,276,313</b>	<b>2,111,174</b>
<b>Net result before impairment of available-for-sale financial assets</b>		<b>229,232</b>	<b>178,085</b>	<b>234,890</b>	<b>175,774</b>
Impairment expense on available-for-sale financial assets	9	12,068	14,120	12,068	14,120
<b>Net result</b>		<b>217,164</b>	<b>163,965</b>	<b>222,822</b>	<b>161,654</b>

The above Income Statement should be read in conjunction with the accompanying notes.

## Comprehensive Income Statement for the year ended 31 December 2017

	Note	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Net result		217,164	163,965	222,822	161,654
<b>Items that may be reclassified to the income statement</b>					
Available-for-sale financial assets:					
– Valuation gain/(loss) taken to equity		71,591	84,470	66,578	81,871
– Transferred to income statement on sale		(19,455)	(27,202)	(18,617)	(26,376)
Valuation gain/(loss) on cash flow hedge		6,205	4,545	6,205	4,545
<b>Items that will not be reclassified to the income statement</b>					
Gain/(loss) on revaluation:					
– Land and buildings		308,984	154,314	300,972	151,701
– Works of art and other collections		7,747	12,863	7,747	12,863
Superannuation:					
– Increase/(decrease) deferred government contribution	<b>13</b>	(4,484)	(4,822)	(4,484)	(4,822)
– (Increase)/decrease deferred government employee benefits	<b>13</b>	4,484	4,822	4,484	4,822
Other		28	10	-	-
<b>Total comprehensive income</b>		<b>592,264</b>	<b>392,965</b>	<b>585,707</b>	<b>386,258</b>

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

## Statement of Financial Position as at 31 December 2017

	Note	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	12	631,454	413,844	597,350	372,287
Receivables	13	169,310	252,919	160,195	240,281
Assets classified as held for sale	14	6,040	26,459	6,040	-
Other non-financial assets	16	30,007	26,448	28,544	23,293
<b>Total current assets</b>		<b>836,811</b>	<b>719,670</b>	<b>792,129</b>	<b>635,861</b>
<b>Non-current assets</b>					
Receivables	13	102,028	113,050	102,028	113,210
Other financial assets	15	2,097,111	1,850,855	2,007,251	1,788,240
Other non-financial assets	16	6,852	9,092	6,852	9,092
Investments accounted for using the equity method	17	5,212	2	5,210	-
Property, plant and equipment	18	4,347,173	3,998,004	4,200,114	3,861,611
Intangible assets	19	43,365	43,540	42,301	41,966
<b>Total non-current assets</b>		<b>6,601,741</b>	<b>6,014,543</b>	<b>6,363,756</b>	<b>5,814,119</b>
<b>TOTAL ASSETS</b>		<b>7,438,552</b>	<b>6,734,213</b>	<b>7,155,885</b>	<b>6,449,980</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other payables	20	136,579	126,241	114,425	103,954
Borrowings	21	4,868	54,786	4,396	54,101
Provisions	22	226,192	213,715	219,023	204,796
Other liabilities	23	400,308	350,500	391,068	336,120
<b>Total current liabilities</b>		<b>767,947</b>	<b>745,242</b>	<b>728,912</b>	<b>698,971</b>
<b>Non-current liabilities</b>					
Borrowings	21	637,497	551,714	637,522	551,391
Provisions	22	128,950	133,291	128,208	132,124
Other liabilities	23	2,211	2,388	2,211	2,274
Other financial liabilities	24	27,287	19,182	27,287	19,182
<b>Total non-current liabilities</b>		<b>795,945</b>	<b>706,575</b>	<b>795,228</b>	<b>704,971</b>
<b>TOTAL LIABILITIES</b>		<b>1,563,892</b>	<b>1,451,817</b>	<b>1,524,140</b>	<b>1,403,942</b>
<b>NET ASSETS</b>		<b>5,874,660</b>	<b>5,282,396</b>	<b>5,631,745</b>	<b>5,046,038</b>
<b>EQUITY</b>					
Reserves	25	4,163,913	3,697,382	3,992,329	3,522,028
Retained surplus	25	1,710,747	1,585,014	1,639,416	1,524,010
<b>TOTAL EQUITY</b>		<b>5,874,660</b>	<b>5,282,396</b>	<b>5,631,745</b>	<b>5,046,038</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

## Statement of Changes in Equity as at 31 December 2017

	Reserves	Retained Surplus	Total
	\$'000	\$'000	\$'000
<b>Consolidated</b>			
<b>Balance at 1 January 2016</b>	<b>3,401,514</b>	<b>1,487,917</b>	<b>4,889,431</b>
<b>Net result</b>	-	<b>163,965</b>	<b>163,965</b>
<b>Other comprehensive income</b>			
Gain/(loss) on revaluation:			
– Land and buildings	154,314	-	<b>154,314</b>
– Works of art and other collections	12,863	-	<b>12,863</b>
Available-for-sale financial assets:			
– Valuation gain/(loss) taken to equity	84,470	-	<b>84,470</b>
– Transferred to the income statement on sale	(27,202)	-	<b>(27,202)</b>
Valuation gain/(loss) on cash flow hedge	4,545	-	<b>4,545</b>
Superannuation:			
– Increase/(decrease) deferred government contribution	(4,822)	-	<b>(4,822)</b>
– (Increase)/decrease deferred government employee benefits	4,822	-	<b>4,822</b>
Other	10	-	<b>10</b>
<b>Total comprehensive income</b>	<b>229,000</b>	<b>163,965</b>	<b>392,965</b>
Net transfers	66,868	(66,868)	-
<b>Balance at 31 December 2016</b>	<b>3,697,382</b>	<b>1,585,014</b>	<b>5,282,396</b>
<b>Balance at 1 January 2017</b>	<b>3,697,382</b>	<b>1,585,014</b>	<b>5,282,396</b>
<b>Net result</b>	-	<b>217,164</b>	<b>217,164</b>
<b>Other comprehensive income</b>			
Gain/(loss) on revaluation:			
– Land and buildings	308,984	-	<b>308,984</b>
– Works of art and other collections	7,747	-	<b>7,747</b>
Available-for-sale financial assets:			
– Valuation gain/(loss) taken to equity	71,591	-	<b>71,591</b>
– Transferred to the income statement on sale	(19,455)	-	<b>(19,455)</b>
Valuation gain/(loss) on cash flow hedge	6,205	-	<b>6,205</b>
Superannuation:			
– Increase/(decrease) deferred government contribution	(4,484)	-	<b>(4,484)</b>
– (Increase)/decrease deferred government employee benefits	4,484	-	<b>4,484</b>
Other	28	-	<b>28</b>
<b>Total comprehensive income</b>	<b>375,100</b>	<b>217,164</b>	<b>592,264</b>
Net transfers	91,431	(91,431)	-
<b>Balance at 31 December 2017</b>	<b>4,163,913</b>	<b>1,710,747</b>	<b>5,874,660</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## Statement of Changes in Equity as at 31 December 2017 (continued)

	Reserves	Retained Surplus	Total
	\$'000	\$'000	\$'000
<b>University</b>			
<b>Balance at 1 January 2016</b>	<b>3,230,556</b>	<b>1,429,224</b>	<b>4,659,780</b>
<b>Net result</b>	-	<b>161,654</b>	<b>161,654</b>
<b>Other comprehensive income</b>			
Gain/(loss) on revaluation:			
– Land and buildings	151,701	-	<b>151,701</b>
– Works of art and other collections	12,863	-	<b>12,863</b>
Available-for-sale financial assets:			
– Valuation gain/(loss) taken to equity	81,871	-	<b>81,871</b>
– Transferred to the income statement on sale	(26,376)	-	<b>(26,376)</b>
Valuation gain/(loss) on cash flow hedge	4,545	-	<b>4,545</b>
Superannuation:			
– Increase/(decrease) deferred government contribution	(4,822)	-	<b>(4,822)</b>
– (Increase)/decrease deferred government employee benefits	4,822	-	<b>4,822</b>
<b>Total comprehensive income</b>	<b>224,604</b>	<b>161,654</b>	<b>386,258</b>
Net transfers	66,868	(66,868)	-
<b>Balance at 31 December 2016</b>	<b>3,522,028</b>	<b>1,524,010</b>	<b>5,046,038</b>
<b>Balance at 1 January 2017</b>	<b>3,522,028</b>	<b>1,524,010</b>	<b>5,046,038</b>
<b>Net result</b>	-	<b>222,822</b>	<b>222,822</b>
<b>Other comprehensive income</b>			
Gain/(loss) on revaluation:			
– Land and buildings	300,972	-	<b>300,972</b>
– Works of art and other collections	7,747	-	<b>7,747</b>
Available-for-sale financial assets:			
– Valuation gain/(loss) taken to equity	66,578	-	<b>66,578</b>
– Transferred to the income statement on sale	(18,617)	-	<b>(18,617)</b>
Valuation gain/(loss) on cash flow hedge	6,205	-	<b>6,205</b>
Superannuation:			
– Increase/(decrease) deferred government contribution	(4,484)	-	<b>(4,484)</b>
– (Increase)/decrease deferred government employee benefits	4,484	-	<b>4,484</b>
<b>Total comprehensive income</b>	<b>362,885</b>	<b>222,822</b>	<b>585,707</b>
Net transfers	107,416	(107,416)	-
<b>Balance at 31 December 2017</b>	<b>3,992,329</b>	<b>1,639,416</b>	<b>5,631,745</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## Statement of Cash Flows for the year ended 31 December 2017

	Note	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Cash flows from operating activities</b>					
Australian Government grants		1,064,014	1,033,518	1,064,240	1,033,654
OS-HELP		4,497	3,548	4,497	3,548
State and Local Government grants		40,754	51,015	40,779	51,015
HECS-HELP student payment		33,834	37,422	33,834	37,422
Dividends received		115,299	93,620	110,821	89,616
Interest received		14,914	13,340	14,019	12,687
Receipts of student and other fee-for-service activities		984,387	845,677	928,078	798,275
Other operating inflows		309,758	271,706	310,059	268,057
Payments to employees		(1,225,569)	(1,145,159)	(1,174,965)	(1,097,892)
Payments to suppliers (inclusive of GST)		(685,648)	(608,935)	(640,493)	(579,138)
Interest and other costs of finance paid		(35,865)	(26,013)	(35,709)	(25,861)
Other operating outflows		(253,339)	(246,448)	(285,569)	(264,785)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>26</b>	<b>367,036</b>	<b>323,291</b>	<b>369,591</b>	<b>326,598</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment		84,146	2,734	52,368	2,734
Proceeds from sale of other financial assets		595,416	76,881	587,795	70,197
Other investing inflows		-	3,759	-	-
Payments for property, plant and equipment		(198,867)	(128,878)	(189,006)	(128,165)
Payments for other financial assets		(662,992)	(419,798)	(629,175)	(412,019)
Payments for intangible assets		(16,499)	(15,773)	(16,488)	(14,582)
<b>Net cash inflow/(outflow) from investing activities</b>		<b>(198,796)</b>	<b>(481,075)</b>	<b>(194,506)</b>	<b>(481,835)</b>
<b>Cash flows from financing activities</b>					
Proceeds from borrowings		104,079	233,211	104,079	233,211
Loans granted		-	(2,037)	-	(2,037)
Repayment of borrowings		(4,101)	(3,824)	(4,101)	(3,824)
Repayment of finance leases		(608)	(841)	-	-
<b>Net cash inflow/(outflow) from financing activities</b>		<b>99,370</b>	<b>226,509</b>	<b>99,978</b>	<b>227,350</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>267,610</b>	<b>68,725</b>	<b>275,063</b>	<b>72,113</b>
<b>Cash and cash equivalents at 1 January</b>		<b>363,844</b>	<b>295,119</b>	<b>322,287</b>	<b>250,174</b>
<b>Cash and cash equivalents at 31 December</b>	<b>12</b>	<b>631,454</b>	<b>363,844</b>	<b>597,350</b>	<b>322,287</b>

The above Cash Flow Statement should be read in conjunction with the accompanying notes.

# Notes to and forming part of the Financial Statements

## Note 1 Statement of significant accounting policies

### 1.1 Financial statements

The financial report includes separate financial statements for the University of Melbourne and the consolidated entity consisting of the University and its subsidiaries, referred to as the Group.

The principal address of the University is Grattan Street, Parkville, Victoria 3010, Australia.

The Group's financial statements are presented in a simplified layout providing information that is more streamlined and relevant to users. Financial statement notes are grouped together where they are similar in nature, with related principal accounting policies, key estimates and judgements included directly below.

The principal accounting policies adopted by the Group for the year ended 31 December 2017 are set out within these financial statements. These policies have been consistently applied to each year presented unless otherwise stated.

### 1.2 Basis of preparation

The Group's general purpose financial statements are prepared as follows:

- Prepared under the historical cost convention, as modified by the revaluation of available-for-sale financial assets, financial assets and liabilities at fair value through the Income Statement and certain classes of property, plant and equipment.
- Prepared in accordance with Australian Accounting Standards, the *Higher Education Support Act 2003*, *Financial Management Act 1994* and *Australian Charities and Not-for-profits Commission Act 2012*.
- Some of the requirements for not-for-profit entities are inconsistent with IFRS requirements to comply with the not-for-profit requirements of Australian Accounting Standards.
- Prepared on a going-concern basis, which assumes the continuity of normal operations.
- Presented in Australian dollars, which is the Group's functional and presentation currency.

- Rounded to the nearest thousand dollars unless otherwise specified.
- Comparative amounts have been restated, where applicable, to conform with the current period presentation.

### 1.3 General policies

#### Foreign currency

- Foreign currency transactions are translated into the functional currency using the exchange rate at the date of the transactions. Foreign currency differences from such transactions are recognised in the Income Statement.
- Foreign currency differences from the translation at year end exchange rates of monetary assets and liabilities are recognised in the income statement
- Foreign currency differences arising from qualifying cash flow hedges are recognised in equity to the extent the hedges are effective.

#### Taxation

- The University of Melbourne and its subsidiaries are exempt from income tax pursuant to Part 50.1 of the *Income Tax Assessment Act 1997*.
- Income and expenses are recognised net of Goods and Services Tax (GST), except where the amount of GST incurred is not recoverable from the taxation authority. In these circumstances the GST is recognised as part of the expense.
- Assets are recognised net of GST, except where the amount of GST incurred is not recoverable from the taxation authority. In these circumstances the GST is recognised as part of the cost of acquisition of the asset. Receivables and payables are stated with the amount of GST included.
- The net amount of GST recoverable from or payable to the Australian Taxation Office (ATO) is included as a current asset or liability in the Statement of Financial Position.
- Cash flows are presented on a net basis with net cash flow payable to, or receivable from, the ATO recorded separately. GST components of cash flows arising from investing or financing activities recoverable from, or payable to, the ATO are presented as operating cash flows.

### 1.4 Critical accounting estimates and judgements

Preparation of financial statements in conformity with Australian Accounting Standards requires use of critical accounting estimates. Estimates and judgements are continually evaluated by management and based on historical experience and other factors, including expectations of future events that may have financial impact on the Group and believed to be reasonable under the circumstances. Estimates and assumptions that have a risk of causing a material adjustment to carrying amounts of assets and liabilities are found in the following notes:

#### Estimates

- Impairment (Note 9)
- Provisions (Note 22)
- Other financial assets (Note 15)
- Property plant and equipment (Note 18)
- Fair value of derivatives and other financial instruments (Note 31 & 32)

#### Judgements

- Income (Note 2)
- Investments accounted for using the equity method (Note 17)
- Property plant and equipment (Note 18)
- Service concession arrangement (Note 28)
- Subsidiaries (Note 30)

### 1.5 Prior period adjustments

No prior period adjustments required in 2017.

### 1.6 Application of new and revised accounting standards and interpretations

#### Amendments to AASBs and new interpretations that are mandatory for the current year

In the current year, the Group adopted all new and revised standards and interpretations issued by the Australian Accounting Standards Board effective for the current reporting period.

AASB 124 Related Party Disclosures was amended to extend its scope to not-for-profit public sector entities effective for the current annual reporting period. Disclosures updated in Note 34 reflect requirements of the standard.

There are no other new or revised standards and interpretations adopted materially affecting the reported results or financial position.

## Note 1 Statement of significant accounting policies (continued)

### Standards and interpretations in issue not yet adopted

At the date of this report new accounting standards and interpretations have been published that are not mandatory for the financial year ended 31 December 2017. Those which may be relevant to the Group are set out below. The Group does not plan to adopt these standards early. Application may result in material changes to the Group's future financial reports, however the quantitative effects of the Group adopting these standards has not yet been determined.

Standard or interpretation	Effective for annual reporting periods beginning on or after	Expected to be initially applied in the financial year ending
<p>AASB 9 Financial Instruments replaces existing guidance in AASB 139 Financial Instruments. The key changes include simplified requirements for the classification and measurement of financial assets to reflect the business model in which assets are managed and their cashflow characteristics, a new hedge accounting model and a revised impairment loss model to recognise expected impairment losses as opposed to the current approach that recognises impairment only as incurred.</p> <p>The standard eliminates the existing AASB 139 categories of held to maturity, loans and receivables and available-for-sale, and replaces them with three categories for classification of financial assets: measured at amortised cost; fair value through other comprehensive income; and fair value through profit and loss.</p> <p>The Group currently classifies its equity investments as available-for-sale financial assets. Under AASB 9 classification will either be fair value through profit and loss or fair value through other comprehensive income, depending on an assessment of the instrument category. The Group does not believe there will be a material impact on its accounting for loans and receivables.</p>	1 January 2018	31 December 2018
<p>AASB 15 Revenue from Contracts with Customers replaces existing guidance in AASB 111 Construction contracts, AASB 118 Revenue, and AASB 1004 Contributions. AASB 15 provides a single, principles-based five-step model to be applied to all contracts with customers. The core principle requires an entity to recognise revenue when the entity satisfies performance obligations by transferring promised goods or services to a customer.</p>	1 January 2019	31 December 2019
<p>AASB 1058 Income of Not-for-Profit Entities clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities. The standard replaces all the income recognition requirements relating to private sector NFP entities, and the majority of income recognition requirements relating to public sector NFP entities, previously prescribed by AASB 1004 Contributions.</p>	1 January 2019	31 December 2019
<p>AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities. This standard inserts Australian implementation guidance for not-for-profit entities to AASB 9 and AASB 15. This guidance assists not-for-profit entities in applying the Standards to particular transactions and other events.</p>	1 January 2019	31 December 2019
<p>AASB 16 Leases replaces existing guidance in AASB 117 and specifies a single lessee accounting model that will result in the recognition of all leases on the balance sheet. Lessors continue to classify leases as operating or finance. The Group has a number of leases currently recognised as operating leases which will come on balance sheet under AASB 16. In general, there will be a change from rent expense to depreciation and front-loaded interest expense. Lease expenses will be replaced by a leased asset and lease liability affecting financial ratios such as gearing.</p>	1 January 2019	31 December 2019
<p>AASB 1059 Service Concession Arrangements: Grantor was developed to address inconsistency in current practice. The standard uses a control approach to assessing service concession arrangements and requires grantors to recognise a service concession asset and a corresponding liability.</p>	1 January 2019	31 December 2019

For the accounting standards AASB 15, AASB 1058 and AASB 2016-8, management is currently assessing the effects of applying the new standards on the Group's financial statements. A high-level framework has been developed to assess the standards which is yet to be applied to individual arrangements and as such it is too early to quantify the impact. Even though the criteria to defer income will change, it is unlikely there will be a significant impact on the financial statements given the Group currently defers unspent income for Government grants.

A number of other new or revised standards, amendments to standards and interpretations applicable to future reporting periods have been issued, none of which are expected to have a material impact on the Group's future financial reports.

## How we are funded

This section outlines the Group's major income categories. At a glance for 2017, these are:



To enable an understanding of the funding recognised, key estimates, judgements and accounting policies specific to each funding source are outlined within the relevant note.

\* Australian Government funding is inclusive of higher education loan programs.

## Note 2 Australian Government financial assistance

	Note	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Commonwealth Grant Scheme and other grants	36.a	310,447	300,060	310,447	300,195
Higher education loan programs	36.b	270,207	261,019	270,207	261,019
Education research	36.c	192,430	184,227	192,430	184,227
Capital funding	36.e	2,947	6,356	2,947	6,356
Australian Research Council	36.f	95,247	78,564	95,247	78,564
Other Australian Government financial assistance		151,495	186,632	151,495	186,713
<b>Total Australian Government financial assistance</b>		<b>1,022,773</b>	<b>1,016,858</b>	<b>1,022,773</b>	<b>1,017,074</b>

### Key estimates and judgements

The Group assess the terms and conditions of all grant and contract agreements to determine if they are reciprocal or non-reciprocal in nature. The Group identifies revenue as reciprocal where the terms and conditions of the grant or contract requires unspent monies or monies not spent in accordance with the terms and conditions to be repaid.

### Accounting policy

Revenue is measured at the fair value of the consideration received or receivable. Specific revenue recognition criteria are set out below.

Revenue Type	Recognition
Non-reciprocal	Recognised upon receipt of funds or when recovery of the consideration is probable.
Reciprocal	Recognised in accordance with the percentage of completion method, measured by reference to total expenditure compared with funding provided to date. Any surplus revenue is deferred as a liability until completion.
HELP student revenue	Recognised at the beginning of teaching period of each subject, following the assessment date. Revenue received from the Australian Government is disclosed above, and revenue received directly from students as an upfront payment is disclosed on the face of the Income Statement.

### Note 3 State and Local Government financial assistance

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Non-capital research	32,433	34,612	32,433	34,612
Non-capital other	8,825	6,403	8,849	6,476
Capital	3,000	13,829	3,000	13,828
<b>Total State and Local Government financial assistance</b>	<b>44,258</b>	<b>54,844</b>	<b>44,282</b>	<b>54,916</b>

#### Key estimates, judgements and accounting policy

State and Local Government financial assistance is measured and recognised in accordance with the policy set out in Note 2.

### Note 4 Fees and charges

	Note	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Course fees and charges</b>					
Fee-paying onshore overseas students		756,086	640,094	752,354	636,863
Continuing education*		1,982	2,205	1,871	1,984
Fee-paying domestic postgraduate students*		62,535	59,995	45,209	44,214
Fee-paying domestic undergraduate students*		1,630	2,173	1,630	2,173
Other domestic course fees and charges		37,502	42,488	8,432	9,851
Sundry fees		8,204	5,105	9,958	10,281
<b>Total course fees and charges</b>		<b>867,939</b>	<b>752,060</b>	<b>819,454</b>	<b>705,366</b>
<b>Other non-course fees and charges</b>					
Student services and amenities fees from students	36.i	5,421	5,210	5,421	5,210
Hospital shared services fees		4,263	6,812	4,263	6,812
Parking fees		6,946	7,272	6,946	7,306
Rent/use of facilities charges		13,531	11,814	10,405	8,719
Student accommodation charges		10,780	9,725	10,785	9,728
Testing services		5,888	6,696	5,895	6,770
Veterinary services		11,340	12,306	11,340	12,306
Other		28,529	22,610	24,841	22,491
<b>Total other non-course fees and charges</b>		<b>86,698</b>	<b>82,445</b>	<b>79,896</b>	<b>79,342</b>
<b>Total fees and charges</b>		<b>954,637</b>	<b>834,505</b>	<b>899,350</b>	<b>784,708</b>

\* Course fees and charges exclude FEE-HELP payments which are disclosed in Note 36.b.

#### Accounting policy

Fees and charges revenue is measured at the fair value of consideration received or receivable and is recognised upon delivery of the service. Where revenue of a reciprocal nature has been received for programs or services to be delivered in the following year, such amounts are deferred as a liability.

Students are assessed at the earliest of the invoice date, due date or first payment date. Student fee income is recognised at the beginning of the teaching period of each subject.

## Note 5 Investment revenue and income

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Investment revenue</b>				
Interest	13,106	11,637	12,211	10,984
Dividends	122,900	98,693	118,421	94,688
Other investment revenue	1,808	1,698	1,808	1,703
<b>Total investment revenue</b>	<b>137,814</b>	<b>112,028</b>	<b>132,440</b>	<b>107,375</b>
<b>Other investment income</b>				
Realised gain/(loss) on disposal of available-for-sale financial assets	19,217	(5,604)	19,217	(5,604)
Transfer of gain/(loss) from equity on disposal of available-for-sale financial assets	19,455	27,202	18,617	26,376
<b>Total other investment revenue</b>	<b>38,672</b>	<b>21,598</b>	<b>37,834</b>	<b>20,772</b>
<b>Total investment revenue and income</b>	<b>176,486</b>	<b>133,626</b>	<b>170,274</b>	<b>128,147</b>

### Accounting policy

Revenue Type	Recognition
Interest	Recognised on an accruals basis taking into account interest rates applicable to the financial assets.
Dividends	Recognised when the Group's right to receive payment has been established.
Gain/(loss) from available-for-sale financial assets	Realised gains and losses are recognised in the Income Statement when the financial asset is disposed. Unrealised gains and losses are recognised in other comprehensive income until the financial asset is disposed. On disposal, any previously recognised gain or loss in other comprehensive income is reclassified to the Income Statement.

## Note 6 Other revenue

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Donations and bequests	93,270	58,063	92,721	57,716
Non-government grants	72,385	82,056	72,780	81,710
Commercial sales	29,643	29,237	29,066	27,904
Foreign currency gain	11,232	-	11,232	-
Other revenue	16,055	16,899	18,596	20,372
<b>Total other revenue</b>	<b>222,585</b>	<b>186,255</b>	<b>224,395</b>	<b>187,702</b>

### Accounting policy

Revenue Type	Recognition
Donations and bequests	Recognised when received.
Non-government grants	Refer to accounting policy in Note 2.
Commercial sales	Includes event related revenue which is recognised as the event occurs.

## Composition of expenditure

This section outlines the Group's major expenditure categories. At a glance for 2017, these are:



To enable an understanding of how funding is allocated, key estimates, judgements and accounting policies specific to each expenditure type are outlined within the relevant note.

## Note 7 Employee-related expenses

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Academic</b>				
Salaries	524,186	482,224	516,083	474,428
Contributions to superannuation and pension schemes	77,488	73,559	76,737	72,839
Payroll tax	28,391	27,025	27,873	26,546
Workers' compensation	2,907	2,776	2,872	2,738
Long service leave expense	13,592	13,605	13,308	13,433
Annual leave	41,243	39,452	41,137	40,109
Other	5,338	2,748	5,379	2,247
<b>Total academic</b>	<b>693,145</b>	<b>641,389</b>	<b>683,389</b>	<b>632,340</b>
<b>Non-academic</b>				
Salaries	409,867	380,776	382,972	353,658
Contributions to superannuation and pension schemes	53,335	51,465	50,499	48,638
Payroll tax	20,766	19,929	19,104	18,245
Workers' compensation	2,105	2,015	1,967	1,877
Long service leave expense	11,147	11,175	10,714	10,736
Annual leave	32,628	31,779	32,445	31,551
Other	11,123	11,328	4,374	5,880
<b>Total non-academic</b>	<b>540,971</b>	<b>508,467</b>	<b>502,075</b>	<b>470,585</b>
<b>Total employee-related expenses</b>	<b>1,234,116</b>	<b>1,149,856</b>	<b>1,185,464</b>	<b>1,102,925</b>
<b>Employee numbers</b>				
Full-time equivalent staff numbers	<b>7,801</b>	<b>7,463</b>	<b>7,506</b>	<b>7,161</b>

### Accounting policy

Employee benefits are expensed as the related service is provided.

## Note 8 Finance costs

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Interest expense	28,776	27,318	28,667	27,244
Finance charges in respect of finance leases	47	78	-	-
<b>Total finance costs</b>	<b>28,823</b>	<b>27,396</b>	<b>28,667</b>	<b>27,244</b>

### Accounting policy

Interest expense is recognised using the effective interest rate method.

## Note 9 Impairment of assets

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Bad and doubtful debts	1,127	425	1,139	406
Impairment of other investments	855	1,154	811	1,154
<b>Impairment of assets excluding available-for-sale financial assets</b>	<b>1,982</b>	<b>1,579</b>	<b>1,950</b>	<b>1,560</b>
Impairment of available-for-sale financial assets	12,068	14,120	12,068	14,120
<b>Total impairment of assets</b>	<b>14,050</b>	<b>15,699</b>	<b>14,018</b>	<b>15,680</b>

### Key estimates and judgements

The Group assesses impairment at each reporting date by evaluating conditions that may lead to impairment of assets. Where an impairment trigger exists, the recoverable amount of the asset is determined.

#### Available-for-sale financial assets

A significant or prolonged decline in the fair value of an asset below cost is considered to indicate impairment. The University has assumed that a significant decline in fair value occurs when market value has declined by greater than 20 per cent below historical cost and a prolonged decline occurs when market value remains below historical cost for more than nine months. If any such evidence of impairment exists for available-for-sale financial assets, the cumulative loss is removed from equity and recognised in the Income Statement. Impairment losses recognised in the Income Statement for available-for-sale equity financial assets are not reversed through the Income Statement.

## Note 10 Loss/(gain) on disposal of assets

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Carrying amount of disposed assets	57,005	2,589	30,462	2,355
Proceeds from sale of assets	(87,900)	(2,734)	(52,368)	(2,734)
<b>Net loss/(gain) on disposal of assets</b>	<b>(30,895)</b>	<b>(145)</b>	<b>(21,906)</b>	<b>(379)</b>

### Accounting policy

Property, plant and equipment, and intangible assets are derecognised when disposed of, or when use is no longer expected to bring future economic benefits. Any gain or loss on disposal is recognised in the Income Statement.

## Note 11 Other expenses

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Scholarships, grants and prizes	188,560	179,999	206,800	200,351
Non-capitalised equipment	26,553	21,576	26,553	21,576
Advertising, marketing and promotional expenses	16,316	15,722	13,539	11,576
Computer software and services	42,754	30,154	41,385	28,613
Consumable materials	52,354	51,597	51,975	51,474
Contracted and professional services	251,848	217,954	257,898	223,455
Course fees paid	72,108	64,488	72,108	64,488
Rent and leasing payments	20,769	18,859	19,550	18,099
Travel, staff development and training	63,762	57,925	60,769	55,475
Utilities and services	60,174	51,653	58,612	50,903
Other expenses	81,322	73,112	47,910	55,083
<b>Total other expenses</b>	<b>876,520</b>	<b>783,039</b>	<b>857,099</b>	<b>781,093</b>

### Accounting policy

Other expenses are recognised on an accruals basis.

## Assets

Assets are resources controlled by the Group from which future economic benefits are expected to be realised. Assets held by the Group at reporting date are:



To enable an understanding of asset categories, key estimates, judgements and accounting policies specific to each asset type are outlined within the relevant note.

## Note 12 Cash and cash equivalents

	Note	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Cash at bank and on hand		416,788	277,580	402,772	257,287
Deposits at call/term deposits		214,666	136,264	194,578	115,000
<b>Cash and cash equivalents in the Statement of Financial Position</b>		<b>631,454</b>	<b>413,844</b>	<b>597,350</b>	<b>372,287</b>
Bank overdraft	21	-	(50,000)	-	(50,000)
<b>Cash and cash equivalents in the Statement of Cash Flows</b>		<b>631,454</b>	<b>363,844</b>	<b>597,350</b>	<b>322,287</b>

### Accounting policy

Cash and cash equivalents include cash on hand and at bank, at-call deposits, bank bills with a maturity of 90 days or less, and bank overdrafts. Bank overdrafts are shown as a current liability within borrowings.

## Note 13 Receivables

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current</b>				
Trade receivables	55,224	57,523	45,803	45,326
Sundry debtors	107,518	186,610	107,493	185,857
Less allowance for impaired receivables	(1,564)	(616)	(1,233)	(304)
Deferred Government contribution for superannuation	8,132	9,402	8,132	9,402
<b>Total current receivables</b>	<b>169,310</b>	<b>252,919</b>	<b>160,195</b>	<b>240,281</b>
<b>Non-current</b>				
Sundry debtors	12,452	15,804	12,452	20,420
Less allowance for impaired receivables	(4,456)	-	(4,456)	(4,456)
Deferred Government contribution for superannuation	94,032	97,246	94,032	97,246
<b>Total non-current receivables</b>	<b>102,028</b>	<b>113,050</b>	<b>102,028</b>	<b>113,210</b>
<b>Total receivables</b>	<b>271,338</b>	<b>365,969</b>	<b>262,223</b>	<b>353,491</b>

## Note 13 Receivables (continued)

### Allowance for impaired receivables

The movement in the allowance for impaired receivables during the year was as follows:

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Movement in allowance for impaired receivables</b>				
Balance at 1 January	616	489	4,760	5,613
Provision recognised during the year	5,461	179	986	9
Receivables written off during the year as uncollectible	(57)	(52)	(57)	(862)
<b>Balance at 31 December</b>	<b>6,020</b>	<b>616</b>	<b>5,689</b>	<b>4,760</b>

### Interest rate and credit risk

The Group's receivables are non-interest bearing. Refer to Note 31.

### Ageing of receivables

Included in the Group's receivables balance are \$6.020 million (2016: \$0.616 million) of debtors which are considered to be impaired and for which a provision has been recognised. Of the Group's impaired receivables in 2017, 1% were between one and three months past due (2016: 2%), 1% were between three and six months past due (2016: 10%) and 99% were more than six months overdue (2016: 88%).

8% of total receivables were past due but not impaired in 2017 (2016: 3%). The Group has not provided for these receivables as it is considered that these amounts are recoverable.

#### Accounting policy

##### Trade receivables

These are recognised at fair value and subsequently measured at amortised cost less any provision for impairment. Trade receivables are generally due for settlement within 30 days of the end of the month of invoice. Cash flows relating to short-term receivables are not discounted as the effect of discounting is immaterial.

##### Sundry debtors

Sundry debtors include receivables within the investment portfolio, student debt, tax and other receivables. Receivables within the investment portfolio are recognised on trade date and student debtors are recognised on the date the student is assessed. Contributions where the University has an unconditional right to receive payment towards the construction of a building where another party has a right to occupy space in the building are also included in sundry debtors.

##### Impairment allowance

Individual receivables which are known to be uncollectible are written off to the Income Statement. An allowance for impaired receivables is established when there is objective evidence the Group will not be able to collect all amounts due. There is objective evidence of impairment if any of the following indicators are present: significant financial difficulties of the debtor; probability the debtor will enter bankruptcy or financial reorganisation; and default or delinquency in payments (more than 90 days overdue).

The allowance is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows.

##### Deferred Government contributions to superannuation

The University has a number of employees who are members of the State Employees Retirement Benefits Scheme and the State Superannuation Fund administered by the Government Superannuation Office. These schemes are State super schemes and are not available to future University employees. Funding to meet payments incurred will be provided to the University of Melbourne by the Australian Government. The cost is shared between the State of Victoria and the Australian Government under the *States Grants (General Revenue) Amendment Act 1987*. The University's obligation is limited to what is required to be paid for that year. This is refunded from the Australian Government on an emerging cost basis.

At 31 December 2017, the State Superannuation Fund was carrying total liabilities for member benefits greater than the value of the net market value of the plan's assets, based on an actuarial valuation. As a result, an unfunded superannuation liability exists and is recognised in the financial statements of the Scheme. The University recognises a receivable from the Australian Government in respect of unfunded superannuation schemes operated by the State Government, which offsets the deferred Government superannuation present obligation recognised in the financial statements. As at 31 December 2017 the University's total unfunded superannuation liability determined by the Victorian Government Superannuation Office amounted to \$102.164 million (2016: \$106.648 million). Refer to Note 22 for the liability recorded. The increase/decrease in the asset and liability are disclosed in the Comprehensive Income Statement.

## Note 14 Assets classified as held for sale

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Assets classified as held for sale	6,040	26,459	6,040	-
<b>Total assets classified as held for sale</b>	<b>6,040</b>	<b>26,459</b>	<b>6,040</b>	<b>-</b>

Assets held for sale in 2017 are comprised of properties at 4 and 6 Harvey Street Malvern, donated to the University in trust. The properties are due to settle on 18 March 2018. Assets held for sale in 2016 are comprised of a property at 70 Kunyung Road Mt Eliza, as held by the Melbourne Business School Ltd Group. The property settled on 2 March 2017.

### Accounting policy

Assets are classified as held for sale if it is highly probable they will be recovered through sale rather than through continuing use. Once classified as held for sale, assets are no longer depreciated. Assets held for sale are carried at the lower of carrying amount, or fair value less costs to sell.

## Note 15 Other financial assets

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Non-current</b>				
Available-for-sale financial assets	2,084,490	1,842,342	1,978,922	1,763,669
Investments in subsidiaries and other companies	12,621	8,513	28,329	24,571
<b>Total non-current other financial assets</b>	<b>2,097,111</b>	<b>1,850,855</b>	<b>2,007,251</b>	<b>1,788,240</b>

### Accounting policy

Management determines the classification of investments at initial recognition.

#### Available-for-sale financial assets

Available-for-sale financial assets, comprising principally marketable securities, are non-derivatives that are either designated in this category or not classified in any other category. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the reporting date.

Purchases and sales of investments are recognised on trade date, the date on which the Group commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs and subsequently measured at fair value, with changes recognised in the Statement of Comprehensive Income. Financial assets are derecognised when the right to receive cash flows from the financial assets have expired or are transferred, and the Group has transferred substantially all the risks and rewards of ownership. Upon derecognition the gain or loss accumulated in equity is recognised in the Income Statement.

#### Investments in subsidiaries and other companies

Investments in subsidiaries and other companies are carried at fair value. Where a fair value is not readily available, investments are carried at the lower of cost and recoverable amount.

## Note 16 Other non-financial assets

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current</b>				
Prepayments	19,122	14,433	18,320	13,325
Accrued income	8,054	8,385	7,967	8,026
Other	2,831	3,630	2,257	1,942
<b>Total current other non-financial assets</b>	<b>30,007</b>	<b>26,448</b>	<b>28,544</b>	<b>23,293</b>
<b>Non-current</b>				
Prepayments	6,852	9,092	6,852	9,092
<b>Total non-current other non-financial assets</b>	<b>6,852</b>	<b>9,092</b>	<b>6,852</b>	<b>9,092</b>
<b>Total other non-financial assets</b>	<b>36,859</b>	<b>35,540</b>	<b>35,396</b>	<b>32,385</b>

### Accounting policy

Prepayments are recognised when payment is made in advance of receiving goods or services.

Accrued income is recognised when the good or service has been provided but not yet invoiced.

## Note 17 Investments accounted for using the equity method

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Reconciliation</b>				
Balance at 1 January	2	7	-	-
Share of profit/(loss) for the year	5,160	(5)	5,160	-
Additions	50	-	50	-
<b>Balance at 31 December</b>	<b>5,212</b>	<b>2</b>	<b>5,210</b>	<b>-</b>

The Group has a 20% interest in Uniseed Management Pty Ltd and a 50% interest in BioCurate Pty Ltd. These associates are individually immaterial to the Group.

### Accounting policy and judgements

Significant judgement has been applied in assessing the existence of significant influence. Even though the University holds a 50% interest in BioCurate Pty Ltd, it does not have joint control. Through the shareholder agreement, decisions about the relevant activities do not require the unanimous consent of the parties sharing control.

## Note 18 Property, plant and equipment

Consolidated	Land	Buildings	Library collections
	\$'000	\$'000	\$'000
<b>At 1 January 2016</b>			
– At cost	-	-	127,059
– At valuation	1,131,013	2,320,142	-
Accumulated depreciation	-	(198,242)	(58,678)
<b>Net book amount</b>	<b>1,131,013</b>	<b>2,121,900</b>	<b>68,381</b>
<b>Year ended 31 December 2016</b>			
Opening net book amount	1,131,013	2,121,900	68,381
Additions	12,000	234	2,547
Disposals	(1,690)	(197)	(157)
Revaluation increment/(decrement)	152,920	1,392	-
Depreciation	-	(73,308)	(6,379)
Assets classified as held for sale	(13,420)	(11,779)	-
Transfer from construction in progress	-	106,045	-
Write-ups/transfers/(write-offs)	-	(2)	-
<b>Closing net book amount</b>	<b>1,280,823</b>	<b>2,144,285</b>	<b>64,392</b>
<b>At 31 December 2016</b>			
– Cost	-	-	129,290
– Valuation	1,280,823	2,409,900	-
Accumulated depreciation	-	(265,615)	(64,898)
<b>Net book amount</b>	<b>1,280,823</b>	<b>2,144,285</b>	<b>64,392</b>
<b>Year ended 31 December 2017</b>			
Opening net book amount	1,280,823	2,144,285	64,392
Additions	5,436	2,951	1,803
Disposals	(19,418)	(10,820)	(29)
Revaluation increment/(decrement)	209,085	99,899	-
Depreciation	-	(88,480)	(6,518)
Assets classified as held for sale	(5,436)	(604)	-
Transfer from construction in progress	-	95,314	-
Write-ups/transfers/(write-offs)	(7,889)	7,888	(57)
<b>Closing net book amount</b>	<b>1,462,601</b>	<b>2,250,433</b>	<b>59,591</b>
<b>At 31 December 2017</b>			
– Cost	-	9,406	130,496
– Valuation	1,462,601	2,267,599	-
Accumulated depreciation	-	(26,572)	(70,905)
<b>Net book amount</b>	<b>1,462,601</b>	<b>2,250,433</b>	<b>59,591</b>

The valuation techniques and significant unobservable inputs used in measuring the fair value of property, plant and equipment are disclosed in Note 32.

Works of art and other collections	Plant and equipment	Leasehold property	Leased plant and equipment	Construction in progress	Total
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
-	346,052	28,769	25,078	70,001	596,959
319,670	-	-	-	-	3,770,825
(25)	(285,114)	(9,822)	(21,269)	-	(573,150)
<b>319,645</b>	<b>60,938</b>	<b>18,947</b>	<b>3,809</b>	<b>70,001</b>	<b>3,794,634</b>
319,645	60,938	18,947	3,809	70,001	3,794,634
872	23,485	48,964	161	89,579	177,842
-	(546)	(34)	-	-	(2,624)
12,864	-	-	-	-	167,176
-	(25,431)	(4,633)	(2,750)	-	(112,501)
(155)	(1,105)	-	-	-	(26,459)
-	509	-	-	(106,554)	-
(1)	-	(61)	-	-	(64)
<b>333,225</b>	<b>57,850</b>	<b>63,183</b>	<b>1,220</b>	<b>53,026</b>	<b>3,998,004</b>
-	356,552	89,075	24,734	53,026	652,677
333,251	-	-	-	-	4,023,974
(26)	(298,702)	(25,892)	(23,514)	-	(678,647)
<b>333,225</b>	<b>57,850</b>	<b>63,183</b>	<b>1,220</b>	<b>53,026</b>	<b>3,998,004</b>
333,225	57,850	63,183	1,220	53,026	3,998,004
658	27,537	-	312	159,928	198,625
-	(195)	-	(84)	-	(30,546)
7,747	-	-	-	-	316,731
-	(24,963)	(4,946)	(696)	-	(125,603)
-	-	-	-	-	(6,040)
-	1,575	-	-	(96,889)	-
(40)	(1,688)	(2,212)	-	-	(3,998)
<b>341,590</b>	<b>60,116</b>	<b>56,025</b>	<b>752</b>	<b>116,065</b>	<b>4,347,173</b>
-	374,853	83,688	8,767	116,065	723,275
341,616	-	-	-	-	4,071,816
(26)	(314,737)	(27,663)	(8,015)	-	(447,918)
<b>341,590</b>	<b>60,116</b>	<b>56,025</b>	<b>752</b>	<b>116,065</b>	<b>4,347,173</b>

## Note 18 Property, plant and equipment (continued)

University	Land	Buildings	Library collections
	\$'000	\$'000	\$'000
<b>At 1 January 2016</b>			
– At cost	-	-	126,535
– At valuation	1,032,493	2,263,359	-
Accumulated depreciation	-	(193,750)	(58,210)
<b>Net book amount</b>	<b>1,032,493</b>	<b>2,069,609</b>	<b>68,325</b>
<b>Year ended 31 December 2016</b>			
Opening net book amount	1,032,493	2,069,609	68,325
Additions	12,000	234	2,547
Disposals	(1,690)	(198)	(158)
Revaluation increment/(decrement)	151,701	-	-
Depreciation	-	(71,886)	(6,379)
Transfer from construction in progress	-	106,046	-
Write-ups/transfers/(write-offs)	-	(1)	-
<b>Closing net book amount</b>	<b>1,194,504</b>	<b>2,103,804</b>	<b>64,335</b>
<b>At 31 December 2016</b>			
– Cost	-	-	128,766
– Valuation	1,194,504	2,369,419	-
Accumulated depreciation	-	(265,615)	(64,431)
<b>Net book amount</b>	<b>1,194,504</b>	<b>2,103,804</b>	<b>64,335</b>
<b>Year ended 31 December 2017</b>			
Opening net book amount	1,194,504	2,103,804	64,335
Additions	5,436	2,843	1,803
Disposals	(19,418)	(10,820)	(29)
Revaluation increment/(decrement)	203,474	97,498	-
Depreciation	-	(86,899)	(6,518)
Assets classified as held for sale	(5,436)	(604)	-
Transfer from construction in progress	-	92,555	-
Write-ups/transfers/(write-offs)	-	-	-
<b>Closing net book amount</b>	<b>1,378,560</b>	<b>2,198,377</b>	<b>59,591</b>
<b>At 31 December 2017</b>			
– Cost	-	-	130,496
– Valuation	1,378,560	2,222,509	-
Accumulated depreciation	-	(24,132)	(70,905)
<b>Net book amount</b>	<b>1,378,560</b>	<b>2,198,377</b>	<b>59,591</b>

The valuation techniques and significant unobservable inputs used in measuring the fair value of Property, Plant and Equipment are disclosed in Note 32.

Works of art and other collections	Plant and equipment	Leasehold property	Leased plant and equipment	Construction in progress	Total
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
-	325,181	23,215	21,349	69,037	565,317
319,334	-	-	-	-	3,615,186
-	(270,610)	(6,612)	(19,359)	-	(548,541)
<b>319,334</b>	<b>54,571</b>	<b>16,603</b>	<b>1,990</b>	<b>69,037</b>	<b>3,631,962</b>
319,334	54,571	16,603	1,990	69,037	3,631,962
872	23,298	48,964	-	89,214	177,129
-	(345)	-	-	-	(2,391)
12,864	-	-	-	-	164,565
-	(24,766)	(4,631)	(1,990)	-	(109,652)
-	-	-	-	(106,046)	-
(1)	(1)	-	-	1	(2)
<b>333,069</b>	<b>52,757</b>	<b>60,936</b>	<b>-</b>	<b>52,206</b>	<b>3,861,611</b>
-	338,490	83,644	21,349	52,206	624,455
333,069	-	-	-	-	3,896,992
-	(285,733)	(22,708)	(21,349)	-	(659,836)
<b>333,069</b>	<b>52,757</b>	<b>60,936</b>	<b>-</b>	<b>52,206</b>	<b>3,861,611</b>
333,069	52,757	60,936	-	52,206	3,861,611
658	27,325	-	-	150,941	189,006
-	(195)	-	-	-	(30,462)
7,747	-	-	-	-	308,719
-	(24,281)	(4,944)	-	-	(122,642)
-	-	-	-	-	(6,040)
-	-	-	-	(92,555)	-
-	(77)	(1)	-	-	(78)
<b>341,474</b>	<b>55,529</b>	<b>55,991</b>	<b>-</b>	<b>110,592</b>	<b>4,200,114</b>
-	361,489	83,643	6,287	110,592	692,507
341,474	-	-	-	-	3,942,543
-	(305,960)	(27,652)	(6,287)	-	(434,936)
<b>341,474</b>	<b>55,529</b>	<b>55,991</b>	<b>-</b>	<b>110,592</b>	<b>4,200,114</b>

## Note 18 Property, plant and equipment (continued)

### Key estimates and judgements

The estimation of useful lives, residual value, depreciation and amortisation methods requires significant judgement and are reviewed annually.

Depreciation is provided on a straight-line basis on all tangible fixed assets other than land; construction in progress; works of art and other collections; none of which are depreciated.

The University's depreciation rates are:

#### Buildings

- Structure/shell/building fabric 2.5%
- Site engineering services and central plant 4%
- Fit out 8%
- Trunk reticulated building systems 5%
- Leasehold property is amortised over the lower of the lease term or useful life of the property

#### Plant and equipment

- Motor vehicles 20%
- Furniture 10%
- General equipment 25%
- Scientific equipment
  - Large research equipment 20%
  - Other scientific equipment 33.33%
- Computing equipment 33.33%
- Leased plant and equipment 25%

#### Library collection

- Monographs 5%
- Periodicals 3.33%
- Audio-visual materials 20%

There were no changes to depreciation rates in 2017. Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate. Acquisitions are depreciated from date of purchase and disposals are depreciated up to date of sale.

### Accounting policy

Property, plant and equipment costing \$10,000 or more is capitalised. Items under \$10,000 are expensed, with exception to Works of art and other collections, and Library which are capitalised. There has been no change to the capitalisation threshold in 2017.

Each class of property, plant and equipment is carried at cost or fair value less any accumulated depreciation and impairment losses.

In accordance with the not-for-profit requirements of AASB 116, revaluation increments are recognised in the asset revaluation reserve. Revaluation reserves are not transferred to retained earnings on derecognition of the relevant asset but retained within the asset revaluation reserve except to the extent an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result.

#### Land and buildings

Land and buildings are initially recorded at cost, which is considered to equate to fair value. Subsequent to initial recognition, land and buildings are recorded at fair value. At the date of revaluation any accumulated depreciation is eliminated against the gross carrying amount of the asset. Net value is then restated to the revalued amount of the asset.

Formal revaluations are performed every five years by independent valuers. In addition, desktop valuations are undertaken in intervening years to mitigate the risk of any material change. The carrying value of land and buildings is reviewed annually to assess whether there has been a material change in the valuation of land and buildings required to be recorded in the financial statements.

#### Works of art and other collections

Works of art and other collections are measured at fair value and are valued on a cyclical basis. A rolling valuation plan is in place for valuing these collections.

#### Library collection

The general library collection, which excludes the rare book collection and electronic publications, is recorded at cost less any accumulated depreciation and, where applicable, any impairment losses. The rare book collection is included as part of other collections and electronic publications are included as intangible assets.

### Plant and equipment

Plant and equipment, which includes motor vehicles, furniture and all equipment with exception to leased equipment, is recorded in the Statement of Financial Position at cost less depreciation and, where applicable, any impairment losses.

#### Leasehold improvements

Leasehold improvements are recorded at cost less amortisation and, where applicable, any impairment losses.

#### Leased plant and equipment

Plant and equipment held under a finance lease arrangement is initially recorded in the Statement of Financial Position at the lower of the fair value of the leased plant and equipment and the present value of minimum lease payments.

#### Construction in progress

Construction in progress is recorded in the Statement of Financial Position at cost. Capital expenditure relating to the refurbishment of buildings, which adds value rather than maintaining the value of the buildings, is included in construction in progress. When construction projects are completed, the balance within construction in progress is transferred to buildings.

#### Subsequent costs

Subsequent expenditure is capitalised only if it is probable that future economic benefits associated with the expenditure will flow to the Group. The costs of servicing property, plant and equipment are expensed in the period they are incurred.

#### Contributions received or paid for buildings

Contributions are both received from and made to third parties towards the construction of buildings in exchange for the right to occupy space. Contributions received are treated as joint operations where evidence of joint control exists. Each party only recognises their share of the building.

Contributions paid to third parties are treated as finance leases where an assessment has been made that the risks and rewards incidental to ownership are transferred to the Group on making the contribution.

## Note 19 Intangible assets

	Consolidated			University		
	Electronic library \$'000	Software \$'000	Total \$'000	Electronic library \$'000	Software \$'000	Total \$'000
<b>At 1 January 2016</b>						
At cost	81,708	32,721	<b>114,429</b>	81,708	27,221	<b>108,929</b>
Accumulated depreciation	(50,560)	(20,108)	<b>(70,668)</b>	(50,560)	(15,528)	<b>(66,088)</b>
<b>Net book amount</b>	<b>31,148</b>	<b>12,613</b>	<b>43,761</b>	<b>31,148</b>	<b>11,693</b>	<b>42,841</b>
<b>Year ended 31 December 2016</b>						
Opening net book amount	31,148	12,613	<b>43,761</b>	31,148	11,693	<b>42,841</b>
Additions	14,582	1,191	<b>15,773</b>	14,582	-	<b>14,582</b>
Disposals	-	(2)	<b>(2)</b>	-	-	<b>-</b>
Amortisation	(11,983)	(4,009)	<b>(15,992)</b>	(11,984)	(3,473)	<b>(15,457)</b>
<b>Closing net book amount</b>	<b>33,747</b>	<b>9,793</b>	<b>43,540</b>	<b>33,746</b>	<b>8,220</b>	<b>41,966</b>
<b>At 31 December 2016</b>						
Cost	96,290	33,584	<b>129,874</b>	96,290	26,956	<b>123,246</b>
Accumulated depreciation	(62,543)	(23,791)	<b>(86,334)</b>	(62,544)	(18,736)	<b>(81,280)</b>
<b>Net book amount</b>	<b>33,747</b>	<b>9,793</b>	<b>43,540</b>	<b>33,746</b>	<b>8,220</b>	<b>41,966</b>
<b>Year ended 31 December 2017</b>						
Opening net book amount	33,747	9,793	<b>43,540</b>	33,746	8,220	<b>41,966</b>
Additions	16,478	21	<b>16,499</b>	16,478	10	<b>16,488</b>
Amortisation	(13,177)	(3,743)	<b>(16,920)</b>	(13,177)	(2,976)	<b>(16,153)</b>
Transfer from construction in progress	(1)	247	<b>246</b>	-	-	<b>-</b>
<b>Closing net book amount</b>	<b>37,047</b>	<b>6,318</b>	<b>43,365</b>	<b>37,047</b>	<b>5,254</b>	<b>42,301</b>
<b>At 31 December 2017</b>						
Cost	112,767	33,759	<b>146,526</b>	112,767	26,852	<b>139,619</b>
Accumulated depreciation	(75,720)	(27,441)	<b>(103,161)</b>	(75,720)	(21,598)	<b>(97,318)</b>
<b>Net book amount</b>	<b>37,047</b>	<b>6,318</b>	<b>43,365</b>	<b>37,047</b>	<b>5,254</b>	<b>42,301</b>

### Accounting policy

Asset type	Recognition
Software	Major computer software is recognised at cost less amortisation and, where applicable, any impairment losses. With exception to the research phase of development, all allowable costs are capitalised in the year they are incurred. Amortisation is provided on a straight-line basis at rates between 14.29% and 33.33% (2016: between 14.29% and 33.33%).
Electronic library	Electronic library materials are acquired from third parties. They are recognised at cost and amortised on a straight-line basis at 25% (2016: 25%).

## Liabilities and equity

Liabilities are present obligations of the Group which are expected to result in an outflow of future economic benefits. Equity is the residual interest in the assets of the Group after deducting all its liabilities. Liabilities and equity held by the Group at reporting date are:



To enable an understanding of the types of liabilities and equity, key estimates, judgements and accounting policies specific to each category are outlined within the relevant note.

## Note 20 Trade and other payables

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current</b>				
Trade creditors	51,380	47,576	44,293	36,838
Sundry creditors	33,796	39,160	31,095	30,111
Accrued expenses	51,403	39,505	39,037	37,005
<b>Total current payables</b>	<b>136,579</b>	<b>126,241</b>	<b>114,425</b>	<b>103,954</b>

### Accounting policy

Payables represent liabilities for goods and services provided to the Group prior to the end of financial year, which are unpaid. The amounts are unsecured and are usually paid within 30 days commencing from the month following recognition.

Accrued expenses relate to expenses incurred not yet invoiced.

## Note 21 Borrowings

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current</b>				
Unsecured bank borrowings	4,396	4,101	4,396	4,101
Finance lease liabilities	472	685	-	-
Bank overdraft	-	50,000	-	50,000
<b>Total current borrowings</b>	<b>4,868</b>	<b>54,786</b>	<b>4,396</b>	<b>54,101</b>
<b>Non-current</b>				
Unsecured bank borrowings	27,216	32,074	27,216	32,074
Unsecured bonds	605,075	519,008	605,075	519,008
Finance lease liabilities	284	632	-	-
Other borrowings	4,922	-	5,231	309
<b>Total non-current borrowings</b>	<b>637,497</b>	<b>551,714</b>	<b>637,522</b>	<b>551,391</b>
<b>Total borrowings</b>	<b>642,365</b>	<b>606,500</b>	<b>641,918</b>	<b>605,492</b>

### Unsecured bonds

In 2014 the University issued domestic Australian dollar Medium Term Notes (MTN) to the value of \$250.000 million. The bond coupon rate is 4.25% fixed for seven years. The amortised cost at 31 December 2017 totals \$248.114 million (2016: \$247.627 million).

In 2017 the University issued domestic Australian dollar MTN to the value of \$100.000 million. The bond coupon rate is 4.25% fixed for 25 years. The amortised cost at 31 December 2017 totals \$99.618 million (2016: nil).

The University completed its first offering in the US Private Placement market during 2015. This comprised four tranches of senior notes totalling the equivalent of \$274.300 million AUD. \$41.250 million AUD was issued in 2015 for 20 years with three further tranches issued in 2016. These were made up of \$30.000 million AUD for 20 years, \$20.000 million AUD for 25 years and \$131.000 million USD for 30 years. The repayment date is at the end of the respective tranche tenures. The amortised cost at 31 December 2017 totals \$257.343 million (2016: \$271.381 million).

### Loan covenant

Borrowings are not subject to covenants apart from an annual requirement to supply the Group's audited financial statements and budget.

### Financing arrangements

There were no bank overdrafts drawn at 31 December 2017 (2016: \$50.000 million, unsecured at 2.29%). The University has no other financing arrangements in place at 31 December 2017 (2016: nil).

## Note 21 Borrowings (continued)

### Finance lease liabilities

Finance lease liabilities are payable as follows:

	Consolidated			University		
	Minimum lease payments \$'000	Interest \$'000	Principal \$'000	Minimum lease payments \$'000	Interest \$'000	Principal \$'000
<b>2016</b>						
Less than one year	728	43	685	-	-	-
Between one and five years	654	22	632	-	-	-
More than five years	-	-	-	-	-	-
	<b>1,382</b>	<b>65</b>	<b>1,317</b>	-	-	-
<b>2017</b>						
Less than one year	492	20	472	-	-	-
Between one and five years	291	7	284	-	-	-
More than five years	-	-	-	-	-	-
	<b>783</b>	<b>27</b>	<b>756</b>	-	-	-

### Reconciliation of liabilities to cash flows arising from financing activities

Consolidated – 2017	Long term borrowings	Lease liabilities	Total
	\$'000	\$'000	\$'000
Balance at 1 January	555,183	1,317	<b>556,500</b>
Cash flows	99,978	(608)	<b>99,370</b>
Foreign exchange movement	(14,076)	-	<b>(14,076)</b>
Amortised cost changes	524	-	<b>524</b>
Other	-	47	<b>47</b>
<b>Balance at 31 December</b>	<b>641,609</b>	<b>756</b>	<b>642,365</b>

#### Accounting policy

##### Borrowings

Borrowings are initially recognised at fair value net of transaction costs. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds net of transaction costs and the redemption amount is recognised in the Income Statement over the period of borrowings using the effective interest rate method.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired.

##### Finance lease liabilities

A finance lease is recognised when the Group, as lessee, has substantially all the risks and rewards of ownership. Finance leases are capitalised at inception of the lease at the lower of the fair value of the leased property and the present value of the minimum lease payments. Corresponding rental obligations, net of finance charges, are included in current and non-current borrowings. Each lease payment is allocated between the liability and the finance costs. The finance cost is charged to the Income Statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Property, plant and equipment acquired under finance leases are depreciated over the shorter of the asset's useful life and the lease term.

## Note 22 Provisions

	Note	Consolidated		University	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current</b>					
<b>Current provisions expected to be settled within 12 months</b>					
Employee benefits:					
– Annual Leave		60,903	57,668	58,037	53,975
– Long service leave		22,346	22,337	18,768	18,059
– Deferred Government superannuation obligation	13	8,132	9,402	8,132	9,402
WorkCover claims		1,730	1,748	1,730	1,748
Restructure		10,322	11,606	9,597	10,658
		<b>103,433</b>	<b>102,761</b>	<b>96,264</b>	<b>93,842</b>
<b>Current provisions expected to be settled after more than 12 months</b>					
Employee benefits:					
– Annual Leave		18,685	16,186	18,685	16,186
– Long service leave		104,074	94,768	104,074	94,768
		<b>122,759</b>	<b>110,954</b>	<b>122,759</b>	<b>110,954</b>
<b>Total current provisions</b>		<b>226,192</b>	<b>213,715</b>	<b>219,023</b>	<b>204,796</b>
<b>Non-current</b>					
Employee benefits:					
– Long service leave		28,167	29,373	27,425	28,206
– Deferred Government superannuation obligation	13	94,032	97,246	94,032	97,246
WorkCover claims		6,751	6,672	6,751	6,672
<b>Total non-current provisions</b>		<b>128,950</b>	<b>133,291</b>	<b>128,208</b>	<b>132,124</b>
<b>Total provisions</b>		<b>355,142</b>	<b>347,006</b>	<b>347,231</b>	<b>336,920</b>

### Movements in provisions (other than employee benefits)

Consolidated – 2017	WorkCover claims	Restructure	Total
	\$'000	\$'000	\$'000
Carrying amount at start of year	8,420	11,606	20,026
Additional provisions recognised	61	4,627	4,688
Amounts used	-	(4,966)	(4,966)
Unused amounts reversed	-	(945)	(945)
<b>Carrying amount at end of year</b>	<b>8,481</b>	<b>10,322</b>	<b>18,803</b>

## Note 22 Provisions (continued)

### Key estimates, judgements and accounting policy

#### Employee benefits

Provision is made for employee benefit liabilities including annual leave and long service leave, arising from services rendered by employees at the reporting date.

Employee benefits expected to be settled within 12 months are measured at the amounts expected to be paid when the liability is settled plus related on-costs. Employee benefits not expected to be settled within 12 months are measured at present value of the estimated future cash flows for those benefits.

An estimate based on past experience is made of the probability of leave to be taken within 12 months and beyond 12 months.

#### Long service leave

Liabilities for long service leave are discounted to determine present value of expected future payments to be made in respect of services provided by employees up to the reporting date. The discount rate of 2.4% (2016: 2.3%) is based on average Indicative Mid Rates of Commonwealth Government Securities.

#### Deferred Government superannuation obligation

Employee contributory superannuation funds managed outside of the University exist to provide benefits for the Group's employees and their dependents on retirement, disability or death of the employee. The contributions made to these funds are recorded in the Income Statement.

#### WorkCover

The University is a Self Insurer for Workers' Compensation and WorkCover. A provision is recognised representing an estimate of the total outstanding liability for workers' compensation claims. The value of the provision is based on an actuarial assessment carried out at reporting date.

#### Restructure

Provisions for restructuring are recognised where the costs of restructure are measurable, there is a present obligation, and steps have been taken to implement a detailed plan, including discussions with affected areas, prior to reporting date.

## Note 23 Other liabilities

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current</b>				
Australian Government unspent financial assistance	183,643	142,389	183,499	142,019
Income received in advance	98,748	102,532	98,748	100,372
Student fees received in advance	96,022	83,107	86,926	75,020
Other	21,895	22,472	21,895	18,709
<b>Total other current liabilities</b>	<b>400,308</b>	<b>350,500</b>	<b>391,068</b>	<b>336,120</b>
<b>Non-current</b>				
Other income received in advance	2,211	2,388	2,211	2,274
<b>Total other non-current liabilities</b>	<b>2,211</b>	<b>2,388</b>	<b>2,211</b>	<b>2,274</b>
<b>Total other liabilities</b>	<b>402,519</b>	<b>352,888</b>	<b>393,279</b>	<b>338,394</b>

### Key estimates, judgements and accounting policy

Australian Government unspent financial assistance represents Australian Government grants received which the University regards as reciprocal and represents funding received but not spent. Refer to Note 2.

Income received in advance represents grant and contract revenue received from other sources which the University regards as reciprocal and represents the amounts received but not spent.

Student fees received in advance arise when students pay all or part of their fees in advance of educational services being delivered.

## Note 24 Other financial liabilities

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Non-current</b>				
Cross currency interest rate swap	27,287	19,182	27,287	19,182
<b>Total other financial liabilities</b>	<b>27,287</b>	<b>19,182</b>	<b>27,287</b>	<b>19,182</b>

As part of the US Private Placement (USPP), the University hedged its foreign currency exposure arising from the 30 year USD denominated tranche by entering into two fixed to fixed cross currency interest rate swaps (CCIRS) with an aggregate notional amount equal to \$131.000 million USD. The CCIRS contracts were designated as cash flow hedges of a highly probable forecast transaction, being the drawdown of the USD denominated debt under the USPP on 17 February 2016. The fair value of the CCIRS contracts as at 31 December 2017 was \$27.287 million (2016: \$19.182 million).

### Accounting policy

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Derivatives are initially recognised at fair value on the date a contract is entered into and are subsequently measured to their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument and, if so, the nature of the item being hedged.

### Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recognised in equity. Any ineffective portion is recognised immediately in the Income Statement.

Hedge accounting is discontinued when the Group revokes the hedging relationship; the hedging instrument expires or is sold, terminated, or exercised; or no longer qualifies for hedge accounting. Any cumulative gain or loss deferred in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the Income Statement. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was deferred in equity is recognised immediately in the Income Statement.

## Note 25 Reserves and retained surplus

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Reserves</b>				
Reserves at 31 December comprise:				
Trust fund reserve	728,536	621,270	728,536	621,270
Asset revaluation reserve				
– land and buildings	2,800,358	2,507,486	2,695,758	2,394,786
– works of art and other collections	334,418	326,670	334,298	326,551
Available-for-sale revaluation reserve	264,016	211,881	240,494	192,533
Hedging reserve	(11,171)	(17,376)	(11,171)	(17,376)
General reserve	5,002	4,725	4,414	4,264
Members capital reserve	30,405	30,405	-	-
Contributed equity	12,339	12,339	-	-
Foreign currency translation reserve	10	(18)	-	-
<b>Total reserves</b>	<b>4,163,913</b>	<b>3,697,382</b>	<b>3,992,329</b>	<b>3,522,028</b>

## Note 25 Reserves and retained surplus (continued)

Reserve	Nature and purpose of reserve
Trust fund reserve	Reflects net surpluses derived from donations and bequests which can only be applied to the purpose they were donated for.
Asset revaluation reserve	Arises from the revaluation of specific asset classes of land, buildings, other collections and works of art.
Available-for-sale revaluation reserve	Arises from the revaluation of available-for-sale financial assets.
Hedging reserve	Arises from hedging gains and losses recognised on the effective portion of cash flow hedges.
General reserve	Maintained for a number of general purposes.
Members capital reserve	Maintained by Melbourne Business School Limited Group (MBS). The members capital reserve represents initial donor member contributions to the School, which were received in exchange for voting rights. Donor members are members other than the University of Melbourne.
Contributed equity	Represents the net fair value of assets identified upon acquisition of Mt Eliza Graduate School of Business Limited (MEBS). In 2004 MBS acquired the net assets of MEBS, which at the time were valued at \$12.339 million. In exchange for these assets, the donor members of MEBS received voting rights in MBS.
Foreign currency translation reserve	Maintained for translation of foreign currency balances at reporting date.

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Retained surplus</b>				
Balance beginning of year	1,585,014	1,487,917	1,524,010	1,429,224
Net result for the year	217,164	163,965	222,822	161,654
Transfers from/(to) reserves	(91,431)	(66,868)	(107,416)	(66,868)
<b>Balance end of year</b>	<b>1,710,747</b>	<b>1,585,014</b>	<b>1,639,416</b>	<b>1,524,010</b>

## Note 26 Reconciliation of net result for the year to net cash flows from operating activities

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Net result for the year</b>	<b>217,164</b>	<b>163,965</b>	<b>222,822</b>	<b>161,654</b>
<b>Add/(less) non-cash flows in net profit/(loss)</b>				
Depreciation and amortisation	142,523	128,493	138,795	125,109
Impairment losses	14,050	15,699	14,018	15,680
Loss/(gain) on sale/redemption of investments	(19,217)	5,604	(19,217)	5,604
Transfer of (gain)/loss from equity on disposal of available-for-sale financial assets	(19,455)	(27,202)	(18,617)	(26,376)
Gain on foreign currency transactions	(11,232)	-	(11,232)	-
Net (gain)/loss on sale of non-current assets	(30,979)	(145)	(21,906)	(379)
Share of profit in associate	(5,160)	-	(5,160)	-
Other	1,838	(2,858)	74	1,148
<b>Changes in assets and liabilities</b>				
Decrease/(increase) in receivables	8,743	(4,871)	(2,642)	(1,486)
Decrease/(increase) in other non-financial assets	(1,319)	(18,590)	(3,011)	(15,518)
Increase/(decrease) in trade and other payables	10,338	11,291	10,471	14,672
Increase/(decrease) in provisions	10,111	14,630	10,311	13,419
Increase/(decrease) in other liabilities	49,631	37,275	54,885	33,071
<b>Net cash inflow from operating activities</b>	<b>367,036</b>	<b>323,291</b>	<b>369,591</b>	<b>326,598</b>

## Note 27 Contingencies

The Group has the following material contingent liabilities as at 31 December 2017:

The University has issued a letter of indemnity to the National Australia Bank to cover the Bank's guarantee to the Victorian WorkCover Authority under the University's WorkCover Self Insurance Scheme. The amount of the guarantee in place is \$12.548 million (2016: \$11.271 million) and the actuarial assessment of claims liability as at 31 December 2017 is \$8.481 million (2016: \$8.420 million).

There are a number of legal claims and exposures, which arise from the ordinary course of business, none of which are individually significant. Where the liability is not probable, the Group has not provided for such amounts in these financial statements. There are no current, pending or potential legal claims against the Group which are foreseen as materially affecting the financial statements.

## Note 28 Commitments

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Capital commitments</b>				
Capital expenditure contracted for at the reporting date but not recognised as liabilities, payable:				
<b>Property, plant and equipment</b>				
Within one year	312,547	77,137	309,847	77,137
Later than one year	25,912	2,404	25,912	2,404
Later than five years	-	-	-	-
<b>Total property, plant and equipment commitments</b>	<b>338,459</b>	<b>79,541</b>	<b>335,759</b>	<b>79,541</b>
<b>Lease commitments – as lessee</b>				
Future minimum lease payments in relation to non-cancellable operating leases at the reporting date but not recognised as liabilities, payable:				
Within one year	9,144	7,446	9,144	7,419
Later than one year	30,770	14,856	30,770	14,800
Later than five years	11,296	10,784	11,296	10,784
<b>Total lease commitments – as lessee</b>	<b>51,210</b>	<b>33,086</b>	<b>51,210</b>	<b>33,003</b>
<b>Lease commitments – as lessor</b>				
Future minimum rentals receivable under non-cancellable operating leases at the reporting date but not recognised as assets, receivable:				
Within one year	4,551	4,728	3,717	3,893
Later than one year	3,306	4,564	3,024	4,283
Later than five years	980	1,461	980	1,461
<b>Total lease commitments – as lessor</b>	<b>8,837</b>	<b>10,753</b>	<b>7,721</b>	<b>9,637</b>
<b>Other expenditure commitments</b>				
Within one year	2,956	2,914	2,956	2,914
Later than one year	6,622	8,371	6,622	8,371
Later than five years	6,231	7,438	6,231	7,438
<b>Total other expenditure commitments</b>	<b>15,809</b>	<b>18,723</b>	<b>15,809</b>	<b>18,723</b>

### Key estimates, judgements and accounting policy

Commitments are disclosed exclusive of GST.

Leases are classified as finance leases where the terms of the lease transfers substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases and recognised in the Income Statement over the lease term.

## Note 28 Commitments (continued)

### Service concession arrangement

The University entered into an arrangement where student accommodation was constructed and is operated by a private sector body on University land under a 38-year lease. The 648 bed student accommodation facility opened in early 2016. Under terms of the project deed, ownership of the student accommodation facility will be acquired by the University on expiry of the 38-year lease. The student accommodation facility will not be recognised as an asset until ownership passes to the University at the expiry of the 38-year lease. The University does not share the relevant risks and rewards and is not involved in operational or financial decisions. In determining treatment of the service concession arrangement, the Group has determined the lease over the land to be an operating lease.

## Note 29 Subsequent events

The Group entered an arrangement with a consortium of entities to develop and operate an innovation precinct at 700 Swanston Street Carlton, known as the Carlton Connect Initiative. The proponents will build, own and operate the project assets before transferring the assets back to the University at the end of the 42-year term of the arrangement. The arrangement consists of commercial office space, a superfloor, retail space, childcare and purpose-built student accommodation. Transaction close occurred on 14 November 2017 with several substantive conditions precedent. The agreement is therefore conditional until financial close which will occur in 2018. Construction is estimated to commence in 2018 and be completed in 2020 for operational commencement.

Apart from the item noted above, there are no matters or circumstances that have arisen since the end of the financial year that have affected the financial position of the Group.

## Note 30 Subsidiaries

### Subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following material subsidiaries:

Name of entity	Principal activities	Principal place of business	Ownership interest	
			2017	2016
Melbourne Business School Limited Group	Provision of educational services.	Australia	45%	45%
UOM Commercial Ltd Group	Commercialisation of research and teaching of the University of Melbourne.	Australia	100%	100%

The following subsidiaries are not consolidated in the financial statements as their results, assets, liabilities and equity do not materially impact, individually and in aggregate, the consolidated financial statements.

Name of entity	Principal activities	Principal place of business	Ownership interest	
			2017	2016
Australia India Institute Private Limited	Provides programs on public health, energy, food, security skills and higher education, including support to young professionals, establishing leadership programs and facilitating research partnerships.	India	100%	100%
Australian Music Examinations Board (Victoria) Limited	Provides a system of graded examinations in relation to music and speech in Victoria.	Australia	100%	100%
Goulburn Valley Equine Hospital Pty Ltd	Provides equine hospital services, specialising in lameness and reproduction services.	Australia	100%	–
Melbourne Dental Clinic Ltd	Operates and manages dental clinics to provide students at the University with world class clinical training.	Australia	100%	100%
Melbourne University Publishing Limited	To publish scholarly writing from Australia and overseas, both within and independent of the tertiary sector.	Australia	100%	100%
MU Student Union Limited	Provision of amenities, services and facilities for the benefit of students.	Australia	100%	100%
Nossal Institute Limited	Undertake and provide research, development, education, training, consultancy and other activities in regard to medical and related areas.	Australia	100%	100%
UMELB Pte Ltd	Undertake University profiling, student recruitment, alumni support and donor relationship development.	Singapore	100%	100%

### Accounting policy and judgements

Subsidiaries are entities controlled by the Group. The Group assesses whether it has the power to direct the relevant activities of the investee by considering the rights it holds to control decisions, such as the mix between education and research, student fees and target student mix.

The financial statements of subsidiaries that materially impact the Group are included in the consolidated financial statements from the date control commences until the date control ceases. Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated.

An assessment of subsidiaries for material impact to the consolidated financial statements is performed annually. The assessment includes both a qualitative and quantitative assessment of materiality.

Although the Group owns less than 50% of Melbourne Business School Limited Group, the Group has control and concludes no non-controlling interest (NCI) exists on the basis the NCI has no share in the net assets.

On 20 December 2017 the University acquired 100% of the issued share capital of Goulburn Valley Equine Hospital Pty Ltd, an equine hospital specialising in lameness and reproduction. Veterinary students will gain experience in all aspects of equine practice by undertaking rotations with leading specialists at the hospital, increasing their exposure to reproduction cases. This entity has not been consolidated as it does not, individually or in aggregate with the entities listed above, materially impact the consolidated financial statements.

The University ceased to control the Australian National Academy of Music Ltd Group in December 2017. Assessment of changes in the membership percentage, from 75% to 50%, and the composition of the Board of Directors, has resulted in the entity being considered a joint arrangement of the Group. As the entity is immaterial to the Group, it is not included in this year's financial statements.

There are no restrictions on the Group's ability to access or use the assets and settle the liabilities of the Group.

### Non-controlling interests

There are no subsidiaries that have material non-controlling interests to the Group.

## Note 31 Financial risk management

### Financial risk management objectives and policies

The Group is exposed to key financial risks including market risk, credit risk and liquidity risk. The University's Council has overall responsibility for the establishment and oversight of the Group's risk management framework. The Council has established the:

- Finance Committee, which meets regularly to monitor and evaluate the University's financial management strategies in the context of the most recent economic conditions and forecasts.
- Investment Management Committee, which monitors and advises the Finance Committee on the University's long term investments.
- Audit and Risk Committee, which is responsible for monitoring the assessment and management of risk across the University.

### Risk exposures

The main risks the Group is exposed to through its financial instruments and management's strategy for managing them are:

Risk	Description	Strategy for management and sensitivity analysis
Market risk	Market risk is the risk that changes in market prices will affect the Group's result or the value of its financial assets and liabilities. The key market risks the Group is exposed to are interest rate risk, foreign currency risk and price risk.	
Interest rate risk	The Group's exposure to movements in interest rates primarily relates to the Group's interest bearing investments and borrowings.	<p>The Group manages its interest rate risk by monitoring the interest rate profile of these assets and liabilities and taking action to mitigate this risk where necessary. All borrowings are subject to approval by University Council and the Treasurer of Victoria. Unsecured bank borrowings are fixed at 7.03%, the bond interest rate is fixed at 4.25% and the US Private Placement is fixed at rates between 4.36% and 5.49%.</p> <p>If interest rates were 1% lower/higher for interest bearing investments than the reporting date rates, with all other variables held constant, the Group's net result for the year would have been \$6.314 million lower/higher, reflecting the lower/higher interest income earned on affected balances (2016: \$4.137 million lower/higher).</p>
Foreign currency risk	The Group's main exposure to foreign currency risk arises from overseas equity investments, US denominated debt, and future revenues and payments in foreign currencies. The Group is mainly exposed to US dollars and Euros.	<p>The Group holds derivative financial instruments to hedge foreign currency risk exposure within its investment portfolio. Derivatives are initially recognised at fair value on the date a contract is entered into and subsequently remeasured to their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument and, if so, the nature of the item being hedged.</p> <p>Foreign exchange risk on principal and interest payments on foreign-currency denominated long-term borrowings is managed through the use of cross currency interest rate swaps (fixed to fixed), whereby a foreign currency exposure is converted to a functional currency exposure.</p> <p>The Group hedges large payments and receipts denominated in foreign currencies to manage foreign currency risk. At 31 December 2017, the University had the AUD equivalent of \$2.302 million of such hedges in place (2016: \$5.717 million).</p> <p>At the reporting date, if the Australian dollar weakened/strengthened by 10% against the relevant foreign currency investments with all other variables held constant, the Group's equity balance would have been \$0.085 million lower/higher (2016: \$2.919 million lower/higher), due to changes in fair value of available-for-sale financial assets. There would have been no change to net result for the year (2016: nil).</p>

## Note 31 Financial risk management (continued)

Risk	Description	Strategy for management and sensitivity analysis
Price risk	The University has a significant investment in marketable securities included within available-for-sale financial assets, which exposes the Group to price risk.	To limit this risk, the University has invested its funds with Fund Managers and maintained a diversified investment portfolio. The majority of the equity investments are of a high quality, are publicly traded on equity exchanges and are mainly included in the S&P/ASX 200 Index.  At the reporting date, if the value of marketable securities were 10% lower/higher with all other variables held constant, the Group's equity would have been \$208.449 million lower/higher (2016: \$184.234 million lower/higher), due to changes in fair value of available-for-sale financial assets. There would have been no change to net result for the year (2016: nil).
Credit risk		
	Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Credit risk arises from financial investments, derivative counterparties and the Group's receivables from customers.	Financial investments and derivative counterparties are limited to high-credit-quality financial institutions where internationally agreed standard form documentation exists. The credit ratings of these counterparties are monitored.  The Group does not have any material credit risk exposure to any single receivable or group of receivables. The Group's exposure to credit risk is influenced mainly by characteristics of each customer. Receivable balances are monitored on an ongoing basis to ensure that the exposure to bad debts is not significant. The Group has established an allowance for impaired receivables that represents their estimate of incurred losses in respect of receivables. An analysis of the ageing of the Group's receivables at the reporting date has been provided in Note 13.
Liquidity risk		
	Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due.	Liquidity risk is managed by University management and overseen by the Finance Committee through maintenance of sufficient liquid assets and borrowing facilities, and active monitoring of cash flow forecasts.

The following table summarises maturity of the Group's financial liabilities:

	Non-interest bearing	Interest earning maturing in			Adjustment*	Carrying amount per statement of financial position
		Contracted cash flows				
	\$'000	1 year or less	Between 1 to 5 years	More than 5 years	\$'000	\$'000
<b>2016</b>						
<b>Financial liabilities</b>						
Trade and other payables	126,241	-	-	-	-	126,241
Borrowings	-	57,161	26,323	536,066	(13,050)	606,500
Other financial liabilities	19,182	-	-	-	-	19,182
<b>Total financial liabilities</b>	<b>145,423</b>	<b>57,161</b>	<b>26,323</b>	<b>536,066</b>	<b>(13,050)</b>	<b>751,923</b>
<b>2017</b>						
<b>Financial liabilities</b>						
Trade and other payables	136,579	-	-	-	-	136,579
Borrowings	-	6,900	25,928	620,411	(10,874)	642,365
Other financial liabilities	27,287	-	-	-	-	27,287
<b>Total financial liabilities</b>	<b>163,866</b>	<b>6,900</b>	<b>25,928</b>	<b>620,411</b>	<b>(10,874)</b>	<b>806,231</b>

\* Adjustment to offset interest included in contracted cash flows

## Note 32 Fair value measurements

### (a) Fair value measurements

The carrying amounts and aggregate fair values of financial assets and liabilities where they differ at reporting date are:

	Carrying amount		Fair value	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Financial liabilities</b>				
Borrowings	642,365	606,500	653,239	619,550
<b>Total financial liabilities</b>	<b>642,365</b>	<b>606,500</b>	<b>653,239</b>	<b>619,550</b>

All other financial assets and liabilities have carrying values that are a reasonable approximation of fair value.

#### Key estimates and judgements

Note 32(c) outlines key estimates and judgements used by the Group in measurement of the fair value of financial assets and liabilities.

#### Accounting policy

The Group categorises assets and liabilities measured at fair value into a hierarchy based on the level of inputs used in measurement.

- Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 – inputs other than quoted prices within Level 1 that are observable for the asset or liability either directly or indirectly
- Level 3 – inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1 inputs) and the lowest priority to unobservable inputs (Level 3 inputs).

The level in the hierarchy is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety. Fair value measurement of non-financial assets is based on the highest and best use of the asset. The Group considers market participants use of, or purchase price of the asset, to use it in a manner that would be highest and best use.

### (b) Fair value hierarchy

Fair value measurements at 31 December 2016	2016	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000	\$'000
<b>Recurring fair value measurements</b>				
<b>Financial assets</b>				
Available-for-sale financial assets	1,842,342	1,175,636	666,706	-
Investments in subsidiaries and other companies	8,513	-	-	8,513
<b>Total financial assets</b>	<b>1,850,855</b>	<b>1,175,636</b>	<b>666,706</b>	<b>8,513</b>
<b>Non-financial assets</b>				
Property, plant and equipment*	3,758,333	-	693,731	3,064,602
<b>Total non-financial assets</b>	<b>3,758,333</b>	<b>-</b>	<b>693,731</b>	<b>3,064,602</b>
<b>Financial liabilities</b>				
Borrowings	619,550	-	619,550	-
Other financial liabilities	19,182	-	19,182	-
<b>Total liabilities</b>	<b>638,732</b>	<b>-</b>	<b>638,732</b>	<b>-</b>

\* Comprised of land, buildings and works of art and other collections. Other items of property, plant and equipment are not held at fair value (Note 18).

## Note 32 Fair value measurements (continued)

Fair value measurements at 31 December 2017	2017	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000	\$'000
<b>Recurring fair value measurements</b>				
<b>Financial assets</b>				
Available-for-sale financial assets	2,084,490	1,338,448	746,042	-
Investments in subsidiaries and other companies	12,621	-	-	12,621
<b>Total financial assets</b>	<b>2,097,111</b>	<b>1,338,448</b>	<b>746,042</b>	<b>12,621</b>
<b>Non-financial assets</b>				
Property, plant and equipment*	4,054,624	-	827,088	3,227,536
<b>Total non-financial assets</b>	<b>4,054,624</b>	<b>-</b>	<b>827,088</b>	<b>3,227,536</b>
<b>Financial liabilities</b>				
Borrowings	648,316	-	648,316	-
Other financial liabilities	27,287	-	27,287	-
<b>Total liabilities</b>	<b>675,603</b>	<b>-</b>	<b>675,603</b>	<b>-</b>

\* Comprised of land, buildings and works of art and other collections. Other items of property, plant and equipment are not held at fair value (Note 18).

### Non-recurring fair value measurements

There were no non-recurring fair value measurements.

### (c) Valuation techniques used to derive Level 2 and Level 3 fair values

#### Land and buildings (Levels 2 and 3)

The fair value of land and buildings was determined by independent property valuers, Colliers International Consultancy and Valuation Pty Limited, having appropriately recognised qualifications and experience.

Given the nature and use of the education-related buildings, together with limited comparable sales on a going-concern basis, it is an accepted valuation methodology to carry out a current replacement cost analysis of the buildings to which the market value of the land is added, based on its existing use. Transport, services, zoning, heritage registration, environmental issues and condition and repair were considered in valuing the buildings. The cost approach adopted for the building component is considered to utilise Level 3 Inputs.

Land with a community service obligation of greater than 10% is considered to use Level 3 inputs as the unobservable input is considered significant. Land valuation for other remaining land properties is categorised as Level 2 based on the inputs to the valuation using the market approach.

The direct comparison approach is used to value a number of buildings located outside of the University's campus. The direct comparison approach in this process is considered to utilise Level 2 Inputs.

#### Works of art and other collections (Level 3)

The fair value of works of art and other collections was determined by independent valuers, Simon Storey Valuers, having appropriately recognised qualifications and experience. Random statistical sampling is used to value the larger collections. The sample valuations are projected to estimate total value using the number raised estimation methodology. Due to the unique nature and use of the collections with limited comparable sales, the valuation is considered to utilise Level 3 Inputs.

#### Available-for-sale financial assets (Levels 2 and 3)

The fair value of available-for-sale financial assets that are not traded in active markets is determined using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2. If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Property trusts, private equity funds and hedge funds are all considered to utilise Level 2 inputs, with fair values based on broker quotes. Similar contracts are traded in an active market and the quotes reflect the actual transactions in similar instruments.

## Note 32 Fair value measurements (continued)

### (d) Fair value measurements using significant unobservable inputs (Level 3)

The following table is a reconciliation of Level 3 items for the periods ended 31 December 2016 and 2017:

Level 3 Fair value measurements at 31 December 2016	Other financial assets	Buildings	Works of art and other collections	Land	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>	<b>7,765</b>	<b>2,095,852</b>	<b>319,645</b>	<b>652,420</b>	<b>3,075,682</b>
Additions	748	234	872	12,000	<b>13,854</b>
Transfer from construction in progress	-	106,046	-	-	<b>106,046</b>
Disposals	-	(198)	-	-	<b>(198)</b>
Depreciation	-	(72,640)	-	-	<b>(72,640)</b>
Revaluation	-	1,393	12,864	78,320	<b>92,577</b>
Transfers from Level 3 to Level 2	-	-	-	(130,271)	<b>(130,271)</b>
Assets classified as held for sale	-	(11,779)	(156)	-	<b>(11,935)</b>
<b>Closing balance</b>	<b>8,513</b>	<b>2,118,908</b>	<b>333,225</b>	<b>612,469</b>	<b>3,073,115</b>

Level 3 Fair value measurements at 31 December 2017	Other financial assets	Buildings	Works of art and other collections	Land	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>	<b>8,513</b>	<b>2,118,908</b>	<b>333,225</b>	<b>612,469</b>	<b>3,073,115</b>
Additions	4,919	1,873	658	-	<b>7,450</b>
Transfer from construction in progress	-	95,314	-	-	<b>95,314</b>
Disposals	(350)	(10,554)	-	(18,793)	<b>(29,697)</b>
Depreciation	-	(87,754)	-	-	<b>(87,754)</b>
Revaluation	(461)	102,843	7,707	35,994	<b>146,083</b>
Transfers from Level 2 to Level 3	-	-	-	36,250	<b>36,250</b>
Assets classified as held for sale	-	(604)	-	-	<b>(604)</b>
<b>Closing balance</b>	<b>12,621</b>	<b>2,220,026</b>	<b>341,590</b>	<b>665,920</b>	<b>3,240,157</b>

The following table summarises the quantitative information about the significant unobservable inputs used in Level 3 fair value measurements.

Description	Fair Value 2017 \$'000	Significant unobservable inputs	Relationship of significant unobservable inputs to fair value
Other financial assets	12,621	Value of assets	A 5% increase in value would increase the fair value of other financial assets by \$0.631 million.
Buildings	2,220,026	Current replacement cost	A 5% increase in average cost would increase fair value of buildings by \$111.001 million.
		Useful life	An increase in the useful life of buildings by one year would decrease annual depreciation by \$2.140 million thereby increasing the fair value.
Works of art and other collections	341,592	Average value per item	A 5% increase in average value would increase the fair value of works of art and other collections by \$17.080 million.
Land	665,920	Community Service Obligation (CSO)	A 5% increase in CSO would decrease the fair value of land by \$41.279 million.

## Note 33 Remuneration of auditors

During the year, the following fees were paid or payable for services provided by auditors of the Group, its related practices and non-related audit firms:

	Consolidated		University	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Audit of the financial statements</b>				
Fees paid or payable to the Victorian Auditor General's Office	377	409	306	306
Fees paid or payable to KPMG	100	101	-	-
<b>Total remuneration for audit services</b>	<b>477</b>	<b>510</b>	<b>306</b>	<b>306</b>
<b>Other audit and assurance services</b>				
Fees paid or payable to KPMG	138	-	138	-
Fees paid or payable to other providers	17	49	17	49
<b>Total remuneration for other audit and assurance services</b>	<b>155</b>	<b>49</b>	<b>155</b>	<b>49</b>

## Note 34 Related party transactions

### Parent entities

The ultimate parent entity within the Group is the University.

### Subsidiaries

The University's interests in its subsidiaries are set out in Note 30.

### Members of Council and specified executive officers

Disclosures relating to Members of Council and specified executives are set out in Note 35.

### Transactions with related parties

The following transactions occurred with related parties:

	University	
	2017 \$'000	2016 \$'000
<b>Subsidiaries</b>		
Funding provided	20,118	20,590
Rent in-kind provided	353	5,345
Lease receipts	1,486	-*
Sale of goods and services	26,399	34,410
Purchase of goods	23,953	23,850
<b>Associates</b>		
Funding provided	5,000	-*
<b>Key management personnel</b>		
Donations received	164	-*

Contributions to superannuation are disclosed in Note 7.

\* These disclosures are new requirements under AASB 124 Related Party Disclosures and comparatives are not required on initial application. AASB 124 was amended to extend the scope to not-for-profit public sector entities in 2017. Previously, the disclosures in this note were to meet the requirements of the Commonwealth and State Governments.

## Note 34 Related party transactions (continued)

### Outstanding balances

The following balances are outstanding at the reporting date in relation to transactions with related parties:

	University	
	2017 \$'000	2016 \$'000
<b>Subsidiaries</b>		
Current receivables (sale of goods and services)	3,816	3,136
Current payables (purchases of goods)	2,697	2,621
<b>Key management personnel</b>		
Commitments – donations	3,418	.*
<b>Loans to/from related parties</b>		
<b>Loans to subsidiaries</b>		
<b>Opening balance</b>	<b>4,456</b>	<b>4,616</b>
Loan repayments	-	(160)
Interest charged	-	13
Interest revenue	-	(13)
<b>Closing balance</b>	<b>4,456</b>	<b>4,456</b>
<b>Loans from other related parties</b>		
<b>Closing balance</b>	<b>309</b>	<b>309</b>

There is an allowance for impaired receivables of \$4.456 million in relation to a loan receivable from Melbourne Dental Clinic. No expense has been recognised during the year in respect of impaired receivables due from related parties.

\* These disclosures are new requirements under AASB 124 Related Party Disclosures and comparatives are not required on initial application. AASB 124 was amended to extend the scope to not-for-profit public sector entities in 2017. Previously, the disclosures in this note were to meet the requirements of the Commonwealth and State Governments.

### Guarantees

The University has given a guarantee to support the Melbourne Dental Clinic until signing of its 2018 financial statements.

### Terms and conditions

During the financial year, all transactions between the University and its related parties were in the ordinary course of business and on normal arm's length commercial terms and conditions. Outstanding balances are unsecured and repayable in cash.

## Note 35 Key management personnel disclosures

### Names of responsible persons

Prof Robin John Batterham (until 31 December 2017)  
 Prof Glyn C Davis (Vice-Chancellor)  
 Prof Marilys Guillemin  
 Ms Jane Hansen  
 Mr Tyson Holloway-Clarke  
 Mr Robert Niven Johanson (until 31 March 2017)  
 Mr Mark Leibler (appointed 1 April 2017)

Mr Ross McPherson  
 The Hon Justice J E Middleton  
 Mr Martyn Myer  
 Mr Allan Myers (appointed 1 January 2017)  
 Prof Nilss Olekalns (appointed 1 January 2017)  
 Mr Anthony Peake (until 31 December 2017)  
 Ms Wendy Stops

### Remuneration of responsible persons

Income paid or payable, or otherwise made available to Members of the University Council, excluding executive members, in connection with management of affairs of the University is outlined below.

	Consolidated	
	2017 \$'000	2016 \$'000
Short-term benefits	302	315
<b>Total remuneration of responsible persons</b>	<b>302</b>	<b>315</b>

The number of University Council members and their remuneration for the reporting period is shown in the table below in their relevant income bands. The remuneration of responsible persons only relates to remuneration for acting in the capacity as a member of Council. Certain members elect to donate part or all of this remuneration to the University. Staff of the University are not eligible to be remunerated for acting in the capacity as a member of Council.

	Consolidated total remuneration	
	2017 No.	2016 No.
Nil	6	7
\$1-\$9,999	1	-
\$10,000-\$19,999	-	1
\$20,000-\$29,999	1	-
\$30,000-\$39,999	3	6
\$40,000-\$49,999	2	-
\$70,000-\$79,999	1	1
<b>Total number</b>	<b>14</b>	<b>15</b>

### Remuneration of executive officers

Total amounts received by, payable to, or otherwise made available to Executives of the Group are outlined below.

	Consolidated	
	2017 \$'000	2016 \$'000
Short-term benefits	10,302	9,476
Post-employment benefits	1,428	1,426
Other long-term benefits	198	112
<b>Total remuneration of executive officers</b>	<b>11,928</b>	<b>11,014</b>

As a responsibility of office, one executive included occupies a residence owned by the University. The residence is required to be available and used regularly for official University functions and promotional activities. The value of this benefit including associated costs is \$251,426 (2016: \$252,924), which is included in the remuneration reported.

## Note 35 Key management personnel disclosures (continued)

The number of executive officers and their remuneration during the reporting period is shown in the table below in their relevant bands.

	Consolidated	
	2017 No.	2016 No.
\$30,000–\$44,999	1	-
\$60,000–\$74,999	-	1
\$90,000–\$104,999	-	1
\$120,000–\$134,999	1	-
\$165,000–\$179,999	-	1
\$180,000–\$194,999	-	1
\$240,000–\$254,999	1	-
\$300,000–\$314,999	-	2
\$330,000–\$344,999	-	1
\$345,000–\$359,999	2	2
\$360,000–\$374,999	2	1
\$375,000–\$389,999	2	-
\$390,000–\$404,999	-	2
\$405,000–\$419,999	-	1
\$420,000–\$434,999	3	1
\$435,000–\$449,999	3	1
\$450,000–\$464,999	-	1
\$495,000–\$509,999	-	1
\$510,000–\$524,999	1	1
\$525,000–\$539,999	2	3
\$540,000–\$554,999	1	-
\$555,000–\$569,999	1	-
\$570,000–\$584,999	1	-
\$585,000–\$599,999	1	-
\$600,000–\$614,999	-	1
\$645,000–\$659,999	1	-
\$660,000–\$674,999	-	1
\$855,000–\$869,999	1	-
\$870,000–\$884,999	-	1
\$1,140,000–\$1,154,999	-	1
\$1,290,000–\$1,304,999	1	-
<b>Total number of executives</b>	<b>25</b>	<b>25</b>
<b>Total annualised employee equivalent (AEE)</b>	<b>22.2</b>	<b>21.5</b>

### Minister

The relevant Minister for the reporting period was the Hon Gayle Tierney, Minister for Training and Skills. Remuneration of the Minister is disclosed in the financial report of the Department of Parliamentary Services. Other relevant interests are declared in the Register of Members' Interests, which each Member of Parliament completes.

## Note 36 Acquittal of Australian Government financial assistance (University only)

### Note 36.a Education – CGS and Other education grants

	Commonwealth Grants Scheme <sup>1</sup>		National Institutes Funding		Access and Participation Fund		Indigenous Student Success Program <sup>2</sup>		Disability Performance Funding <sup>3</sup>	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	291,253	279,992	5,550	5,468	1,625	1,959	-	-	175	394
Net accrual adjustments	(7,141)	-	-	-	-	-	81	329	-	-
<b>Revenue for the period</b>	<b>284,112</b>	<b>279,992</b>	<b>5,550</b>	<b>5,468</b>	<b>1,625</b>	<b>1,959</b>	<b>81</b>	<b>329</b>	<b>175</b>	<b>394</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-	(81)	(84)	-	-
Total revenue including accrued revenue	<b>284,112</b>	<b>279,992</b>	<b>5,550</b>	<b>5,468</b>	<b>1,625</b>	<b>1,959</b>	-	<b>245</b>	<b>175</b>	<b>394</b>
Less expenses including accrued expenses	(284,112)	(279,992)	(5,550)	(5,468)	(1,625)	(1,959)	-	(326)	(175)	(394)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(81)</b>	<b>-</b>	<b>-</b>

	Promotion of Excellence in Learning and Teaching		Supporting More Women in STEM Careers		Academic Centres of Cyber Security Excellence		Improving the Quality of Maths and Science Teaching Programs		AMSI Vacation Schools	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	55	435	8,900	-	231	-	-	990	490	501
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-
<b>Revenue for the period</b>	<b>55</b>	<b>435</b>	<b>8,900</b>	<b>-</b>	<b>231</b>	<b>-</b>	<b>-</b>	<b>990</b>	<b>490</b>	<b>501</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	<b>55</b>	<b>435</b>	<b>8,900</b>	<b>-</b>	<b>231</b>	<b>-</b>	<b>-</b>	<b>990</b>	<b>490</b>	<b>501</b>
Less expenses including accrued expenses	(55)	(435)	(8,900)	-	(231)	-	-	(990)	(490)	(501)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

1 Includes the basic CGS grant amount, CGS Regional Loading, CGS Enabling Loading, CGS Medical Student Loading, Allocated Places and Non Designated Courses

2 Indigenous Student Success Program includes Commonwealth Education Cost Scholarships, Commonwealth Accommodation Scholarships, Indigenous Access Scholarships and Indigenous Staff Scholarships

3 Disability Performance Funding includes Additional Support for Students with Disabilities

## Note 36 Acquittal of Australian Government financial assistance (University only) (continued)

### Note 36.a Education – CGS and Other education grants (continued)

	Superannuation Programs		Australian Maths and Science Partnership Program		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	7,421	9,884	-	243	315,700	299,866
Net accrual adjustments	1,807	-	-	-	(5,253)	329
<b>Revenue for the period</b>	<b>9,228</b>	<b>9,884</b>	<b>-</b>	<b>243</b>	<b>310,447</b>	<b>300,195</b>
Surplus/(deficit) from the previous year	-	(128)	-	-	(81)	(212)
Total revenue including accrued revenue	<b>9,228</b>	<b>9,756</b>	<b>-</b>	<b>243</b>	<b>310,366</b>	<b>299,983</b>
Less expenses including accrued expenses	(9,228)	(9,756)	-	(243)	(310,366)	(300,064)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(81)</b>

### Note 36.b Higher Education Loan Programmes (excl OS-HELP)

	HECS-HELP (Australian Govt payments only)		FEE-HELP		SA-HELP		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	158,583	151,745	115,367	111,688	3,526	3,063	277,476	266,496
Net accrual adjustments	(2,613)	(2,203)	(4,456)	(3,573)	(200)	299	(7,269)	(5,477)
<b>Revenue for the period</b>	<b>155,970</b>	<b>149,542</b>	<b>110,911</b>	<b>108,115</b>	<b>3,326</b>	<b>3,362</b>	<b>270,207</b>	<b>261,019</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	<b>155,970</b>	<b>149,542</b>	<b>110,911</b>	<b>108,115</b>	<b>3,326</b>	<b>3,362</b>	<b>270,207</b>	<b>261,019</b>
Less expenses including accrued expenses	(155,970)	(149,542)	(110,911)	(108,115)	(3,326)	(3,362)	(270,207)	(261,019)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Note 36 Acquittal of Australian Government financial assistance (University only) (continued)

### Note 36.c Department of Education and Training Research

	Research Training Program <sup>4</sup>		Research Support Program <sup>5</sup>		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	95,722	95,006	95,435	89,959	191,157	184,965
Net accrual adjustments	1,273	-	-	(738)	1,273	(738)
<b>Revenue for the period</b>	<b>96,995</b>	<b>95,006</b>	<b>95,435</b>	<b>89,221</b>	<b>192,430</b>	<b>184,227</b>
Surplus/(deficit) from the previous year	(3,411)	(3,177)	1,273	1,273	(2,138)	(1,904)
Total revenue including accrued revenue	<b>93,584</b>	<b>91,829</b>	<b>96,708</b>	<b>90,494</b>	<b>190,292</b>	<b>182,323</b>
Less expenses including accrued expenses	(93,584)	(95,240)	(96,708)	(89,221)	(190,292)	(184,461)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>(3,411)</b>	<b>-</b>	<b>1,273</b>	<b>-</b>	<b>(2,138)</b>

4 Research Training Program includes Australian Postgraduate Awards, International Postgraduate Research Scholarships, and Research Training Scheme

5 Research Support Program includes Joint Research Engagement, JRE Engineering Cadetships, Research Block Grants, and Sustainable Research Excellence

### Note 36.d Total Research Training Program expenditure

	Total domestic students	Total overseas students	Total Research Training program
	2017 \$'000	2017 \$'000	2017 \$'000
Research Training Program fee offsets	62,357	5,818	68,175
Research Training Program stipends	23,073	2,153	25,226
Research Training Program allowances	36	146	182
<b>Total for all types of support</b>	<b>85,466</b>	<b>8,117</b>	<b>93,583</b>

### Note 36.e Capital funding

	Education Investment Fund		Linkage Infrastructure Equipment and Facilities Grant		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	-	-	2,730	3,368	2,730	3,368
Net accrual adjustments	-	516	217	2,472	217	2,988
<b>Revenue for the period</b>	<b>-</b>	<b>516</b>	<b>2,947</b>	<b>5,840</b>	<b>2,947</b>	<b>6,356</b>
Surplus/(deficit) from the previous year	-	-	(98)	(370)	(98)	(370)
Total revenue including accrued revenue	-	<b>516</b>	<b>2,849</b>	<b>5,470</b>	<b>2,849</b>	<b>5,986</b>
Less expenses including accrued expenses	-	(516)	(2,849)	(5,568)	(2,849)	(6,084)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(98)</b>	<b>-</b>	<b>(98)</b>

## Note 36 Acquittal of Australian Government financial assistance (University only) (continued)

### Note 36.f Australian Research Council grants

	Discovery		Linkages		Networks and centres		Special research initiatives		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	53,225	52,266	13,474	13,486	11,980	7,253	3,557	3,505	82,236	76,510
Net accrual adjustments	(1,691)	2,029	11,821	(2,324)	2,628	(21)	253	2,370	13,011	2,054
<b>Revenue for the period</b>	<b>51,534</b>	<b>54,295</b>	<b>25,295</b>	<b>11,162</b>	<b>14,608</b>	<b>7,232</b>	<b>3,810</b>	<b>5,875</b>	<b>95,247</b>	<b>78,564</b>
Surplus/(deficit) from the previous year	1,074	310	1,918	1,323	2,422	1,841	96	(393)	5,510	3,081
Total revenue including accrued revenue	52,608	54,605	27,213	12,485	17,030	9,073	3,906	5,482	100,757	81,645
Less expenses including accrued expenses	(53,352)	(53,531)	(27,033)	(10,567)	(16,227)	(6,651)	(3,934)	(5,386)	(100,546)	(76,135)
<b>Surplus/(deficit) for reporting period</b>	<b>(744)</b>	<b>1,074</b>	<b>180</b>	<b>1,918</b>	<b>803</b>	<b>2,422</b>	<b>(28)</b>	<b>96</b>	<b>211</b>	<b>5,510</b>

### Note 36.g Other Australian Government finance assistance

	Other Australian Government finance assistance
	2017 \$'000
Cash received during the reporting period	194,941
Cash spent during the reporting period	(152,318)
<b>Net cash received</b>	<b>42,623</b>
Cash surplus/(deficit) from the previous period	43,606
<b>Cash surplus/(deficit) for reporting period</b>	<b>86,229</b>

### Note 36.h OS-HELP

	OS-HELP	
	2017 \$'000	2016 \$'000
Cash received during the reporting period	4,497	3,548
Cash spent during the reporting period	(3,447)	(3,053)
<b>Net cash received</b>	<b>1,050</b>	<b>495</b>
Cash surplus/(deficit) from the previous period	1,786	1,291
<b>Cash surplus/(deficit) for reporting period</b>	<b>2,836</b>	<b>1,786</b>

## Note 36 Acquittal of Australian Government financial assistance (University only) (continued)

### Note 36.i Student Services and Amenities Fee

	Student Services and Amenities Fee	
	2017 \$'000	2016 \$'000
Unspent/(overspent) revenue from previous period	6,938	7,718
SA-HELP revenue earned	3,326	3,362
Student Services Fees direct from students	5,421	5,210
<b>Total revenue expendable in period</b>	<b>15,685</b>	<b>16,290</b>
Student services expenses during period	(9,794)	(9,352)
<b>Unspent/(overspent) Student Services and Amenities Fee</b>	<b>5,891</b>	<b>6,938</b>

Any reported surpluses for 2017 are expected to be rolled over for future use by the University.

# Statement by the Chancellor, Vice-Chancellor and Chief Financial Officer

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University Council, at its meeting held on 14 March 2018, agreed to adopt the financial statements contained in this report, and which were reviewed and recommended by the University's Audit Committee at its meeting of 1 March 2018.

In our opinion:

- (i) the financial statements of the University of Melbourne and the consolidated entity present a true and fair view of the financial transactions of the University and the consolidated entity during the financial year ended 31 December 2017 and the financial position of its operations for the year ended on that date,
- (ii) the financial statements have been prepared in accordance with the Australian Accounting Standards, the *Financial Management Act 1994*, *Australian Charities and Not-for-profits Commission Act 2012*, other mandatory professional reporting requirements and the Financial Statement Guidelines for Australian Higher Education Providers for the 2017 Reporting Period as issued by the Australian Government Department of Education and Training,
- iii) the Group has complied with all material requirements of applicable legislation, contracts, agreements and various program guidelines that apply to the Australian Government financial assistance identified in these financial statements,
- iv) we are not aware at the date of signing these statements of any circumstances which would render any particulars included in the statements to be misleading or inaccurate and there are reasonable grounds to believe that the University of Melbourne and the consolidated entity will be able to pay its debts as and when they fall due,
- v) the amount of Australian Government financial assistance received during the financial year ended 31 December 2017 was expended for the purposes for which it was provided.

Consequently, in our capacity as Chancellor, Vice-Chancellor and Chief Financial Officer, we endorse the financial statements on behalf of the University.



**Allan J Myers AC QC**  
Chancellor  
14 March 2018



**Professor Glyn Davis**  
Vice-Chancellor  
14 March 2018



**Allan Tait**  
Chief Financial Officer  
14 March 2018

## Auditor-General's Independence Declaration

### To the Council, The University of Melbourne

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General, an independent officer of parliament, is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised.

Under the *Audit Act 1994*, the Auditor-General is the auditor of each public body and for the purposes of conducting an audit has access to all documents and property, and may report to parliament matters which the Auditor-General considers appropriate.

### *Independence Declaration*

As auditor for the University of Melbourne for the year ended 31 December 2017, I declare that, to the best of my knowledge and belief, there have been:

- no contraventions of auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit.
- no contraventions of any applicable code of professional conduct in relation to the audit.



MELBOURNE  
19 March 2018

Charlotte Jeffries  
*as delegate for the Auditor-General of Victoria*

# Independent Auditor's Report

## To the Council of The University of Melbourne

<b>Qualified opinion</b>	<p>I have audited the consolidated financial report of The University of Melbourne (the University) and its controlled entities (together the consolidated entity) which comprises the:</p> <ul style="list-style-type: none"><li>• consolidated entity and university statement of financial position as at 31 December 2017</li><li>• consolidated entity and university income statement and comprehensive income statement for the year then ended</li><li>• consolidated entity and university statement of changes in equity for the year then ended</li><li>• consolidated entity and university statement of cash flows for the year then ended</li><li>• notes to the financial statements, including a summary of significant accounting policies</li><li>• Statement by the Vice Chancellor and Chief Financial Officer.</li></ul> <p>In my opinion, except for the effects of the matter described in the <i>Basis for Qualified Opinion</i> section of my report, the financial report is in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and Division 60 of the <i>Australian Charities and Not-for-profits Commission Act 2012</i> including:</p> <ul style="list-style-type: none"><li>• presenting fairly, in all material respects, the financial position of the University and the consolidated entity as at 31 December 2017 and their financial performance and cash flows for the year then ended</li><li>• complying with Australian Accounting Standards.</li></ul>
<b>Basis for qualified opinion</b>	<p>The University of Melbourne has recognised a liability of \$249 million in the statement of financial position (2016: \$223 million) that represents grants and contributions received but not spent during the year ended 31 December 2017.</p> <p>As stated in Note 2 to the financial report, the University regards the receipt of such income as a reciprocal transfer and defers the income until the services required by the grant are provided. In my opinion, these grants are non-reciprocal in nature and, as required by Australian Accounting Standard AASB 1004 <i>Contributions</i>, the income should be recognised in the reporting period in which the associated cash is received. The University's accounting policy represents a departure from the requirements of AASB 1004. The University first adopted this accounting policy in the year ended 31 December 2006 and has caused me to qualify my audit opinion on the financial report since that time.</p> <p>The following adjustments to the financial report are required to recognise income for both The University of Melbourne and the consolidated group in accordance with AASB 1004: <i>Other current liabilities</i> be reduced by \$249 million (2016: \$223 million) and the <i>Net Result</i> and <i>Total Comprehensive income</i> be increased by \$26 million in 2017 (2016: \$10 million).</p>

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**Basis for qualified opinion (continued)**

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the *Auditor’s Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the University and the consolidated entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board’s *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

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**Council' responsibilities for the financial report**

The Council of the University are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Financial Management Act 1994* and the *Australian Charities and Not-for-profits Commission Act 2012*, and for such internal control as the Council determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council are responsible for assessing the University and the consolidated entity’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

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**Auditor’s responsibilities for the audit of the financial report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University and the consolidated entity’s internal control

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**Auditor's responsibilities for the audit of the financial report (continued)**

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council
- conclude on the appropriateness of the Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University and the consolidated entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the University and the consolidated entity to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation
- obtain sufficient appropriate audit evidence regarding the financial information of the entities and business activities within the University and the consolidated entity to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the University and the consolidated entity. I remain solely responsible for my audit opinion.

I communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the Council with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

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MELBOURNE  
19 March 2018



Charlotte Jeffries  
*as delegate for the Auditor-General of Victoria*

# Disclosure index

Item No.	Source	Summary of reporting requirement	Page No./s
<b>Standing directions / Financial Management Act 1994 (FMA)</b>			
1.	FRD 22H	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, 2, 6 – 13, 16 – 30 34 – 44, 48 – 60 64 – 74, 82 – 91 93 – 104
2.	SD 5.2.1(a)	Accountable Officer must implement and maintain a process to ensure the Annual Report is prepared in accordance with Financial Reporting Directions and Australian Accounting Standards	1
3.	SD 5.2.3	Report of Operations is signed and dated by the Chancellor or equivalent and includes the date of the Council Meeting at which Annual Report was approved.	1
4.	SD 5.2.2	Financial Statements are prepared in accordance with: <ul style="list-style-type: none"> <li>Australian Accounting Standards (AAS and Australian Accounting Standards Board standards) and other mandatory professional reporting requirements;</li> <li>Financial Reporting Directions; and</li> <li><i>Financial Management Act 1994</i>.</li> </ul>	120, 161
5.	SD 5.2.2(a) and FMA s 49	The financial statements must contain such information as required by the Minister and be prepared in a manner and form approved by the Minister. They must be signed and dated by the Accountable Officer, CFO (subject to 5.2.2) and a member of the Responsible Body, in a manner approved by the Minister, stating whether, in their opinion the 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>Have been prepared in accordance with applicable requirements in the FMA, the Directions, the Financial Reporting Directions and Australian Accounting Standards;</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 Australian Accounting Standards Board standards) and other mandatory professional reporting requirements.</li> </ul>	161
6.	FRD 30D	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>	107 – 160
7.	SD 3.2.1.1(c)	The financial statements were reviewed and recommended by the Audit Committee <i>established by the Responsible Body</i> , or Responsible Body prior to finalisation and submission.	87, 161
8.	SD 3.7.1	Attestation on compliance with the Victorian Risk Management Framework.	97
9.	FRD 03A	Accounting for Dividends	N/A
10.	FRD 07B	Early Adoption of Authoritative Accounting Pronouncements	120 – 121
11.	FRD 10A	Disclosure Index	166 – 168
12.	FRD 11A	Disclosure of Ex-gratia Payments	N/A
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14.	FRD 21C	Disclosures of Responsible Persons, Executive Officer and Other Personnel (contractors with significant management responsibilities) in the Financial Report	154 – 155

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15.	FRD 22H	<p>Consultants: Report of Operations must include a statement disclosing each of the following</p> <ol style="list-style-type: none"> <li>1. Total number of consultancies of \$10,000 or more (excluding GST)</li> <li>2. Location (eg website) of where details of these consultancies over \$10,000 have been made publicly available</li> <li>3. Total number of consultancies individually valued at less than \$10,000 and the total expenditure for the reporting period</li> </ol> <p><b>AND</b> for each consultancy more than \$10,000, a schedule is to be published on the University website listing:</p> <ul style="list-style-type: none"> <li>• Consultant engaged</li> <li>• Brief summary of project</li> <li>• Total project fees approved (excluding GST)</li> <li>• Expenditure for reporting period (excluding GST)</li> <li>• Any future expenditure committed to the consultant for the project</li> </ul>	112
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22.	FRD 22H	Occupational health and safety statement including performance indicators, and performance against those indicators. Reporting must be on the items listed at 5.10 (a) to (e) in the FRD	93 – 96
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30.	FRD 22H	Where a university has a workforce inclusion policy, a measurable target and report on the progress towards the target should be included	10 – 11, 64 – 67
31.	FRD 22H	Schedule of any government advertising campaign in excess of \$100,000 or greater (exclusive of GST) include list from (a) – (d) in the FRD	N/A
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35.	FRD 22H	Summary of application and operation of the <i>Protected Disclosure Act 2012</i>	103
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# Glossary

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## **Access Melbourne**

Special guaranteed entry and scholarship scheme for domestic undergraduate applicants whose circumstances in secondary school have prevented them from achieving the best possible ATAR

## **Academic Ranking of World Universities (ARWU)**

Academic Ranking of World Universities ranks the world's top 1000 colleges and universities based on specific indicators

## **Australian Tertiary Admission Rank (ATAR)**

Primary criterion for entry into most undergraduate-entry university programs in Australia.

## **Australian Curriculum, Assessment and Reporting Authority (ACARA)**

Independent statutory authority aiming to improve learning of young Australians through school curriculum, assessment and reporting

## **Australia-ASEAN Emerging Leaders Program (AZELP)**

Program to link entrepreneurs across the Asia-Pacific region

## **Australian Business Deans Council (ABDC)**

Peak body fostering national and global impact of Australian business education and research

## **Australian Research Council (ARC)**

One of the Australian Government's two main agencies (with the NHMRC, see below) for allocating competitive research funding to academics and researchers at Australian universities

## **Career Outcomes Survey (COS)**

Survey conducted to assess career outcomes of University graduates

## **Centres of Research Excellence (CRE)**

Collaborations of high-quality researchers between universities, publicly funded research organisations, other research bodies, governments and businesses in Australia and overseas to undertake research in area of national priority, funded by the Australian Research Council and/or the National Health and Medical Research Council

## **Centre of Research Excellence in Disability and Health (CRE-DH)**

ARC-funded centre to investigate health and wellbeing of working-age Australians with disabilities

## **Chancellor's Scholars Program (CSP)**

Commenced in 2012 to attract, retain and reward best and brightest students

## **Consortium of Advanced Studies Abroad (CASA)**

Unique alliance of 10 international research universities to develop and deliver collaborative global mobility programs across Europe and Latin America

## **CNMOOC**

Chinese online education platform launched in 2014 by Shanghai Jiao Tong University to provide high-quality free open online courses to students of its partner universities and society

## **Course Experience Questionnaire (CEQ)**

Administered in conjunction with Graduate Outcomes Survey (GOS) to coursework graduates approximately five months after their course completion, collecting information on quality of education by asking graduates about their study experience

## **Discovery Early Career Researcher Award (DECRA)**

ARC scheme that supports and provides funding for early-career researchers in both teaching and research, and research-only positions

## **Doctor of Philosophy (PhD)**

Highest academic degree awarded by universities in most countries

## **Domestic student success rate**

Ratio of subjects passed versus subject attempted

## **Domestic student retention rate**

Proportion of students in a year enrolled in the following year

## **Driving Research Momentum (DRM)**

Investment to accelerate growth of research income and respond to plateauing of research momentum arising from increased competition and lack of research scale

## **Earnings before interest, taxes, depreciation and amortization (EBITDA)**

Net income with interest, taxes, depreciation and amortisation added back to it, used to analyse and compare profitability among companies and industries, eliminating effects of financing and accounting decisions

## **Equivalent full-time student load (EFTSL)**

Components used to calculate student contribution – one EFTSL is equivalent to a full-time study load for one year. For standard undergraduate degrees, an annual total of 80 credit points is equivalent to a standard year of full-time study (one EFTSL)

## **Flexible Academic Programming Project (FlexAP)**

Whole-of-University Project begun in 2015 to review and enhance quality of teaching and the student experience, provide more choice and flexibility of study options and make more effective and efficient use of University infrastructure and resources throughout the calendar year

## **Global Reporting Initiative (GRI)**

Global standards for sustainability reporting featuring modular, interrelated structure, and representing global best practice for reporting on a range of economic, environmental and social impacts

## **Go8 (Group of Eight)**

Comprises Australia's eight leading research universities: Australian National University, Monash University, University of Adelaide, University of Melbourne, University of New South Wales, University of Queensland, University of Sydney and University of Western Australia

## **Graduate Outcomes Survey (GOS)**

National survey funded by the Federal Department of Education and Training, to collect information on graduates' labour market outcomes and further study activities

## **Growing Esteem**

University of Melbourne strategic plan, the most recent iteration, *Growing Esteem 2015–2020*, seeks to realise the vision first articulated in 2005 and follows *Growing Esteem 2010*

## **Higher Education Research Data Collection (HERDC)**

Comprises research income data submitted annually by universities to the federal Department of Education and Training

## **Highly cited researchers (Hi-Cis)**

Annual list recognising leading researchers in the sciences and social sciences from around the world

## **Howard Hughes Medical Institute (HHMI)**

Program recognising exceptional early career scientists poised to advance biomedical research globally

## **International Financial Reporting Standards (IFRS)**

Issued by IFRS Foundation and International Accounting Standards Board (IASB) to provide common global language for business affairs to ensure that company accounts are understandable and comparable across international boundaries

## **International Campaign to Abolish Nuclear Weapons (ICAN)**

Global civil society coalition promoting adherence to and full implementation of the Treaty on the Prohibition of Nuclear Weapons

**Li Ka Shing Foundation (LKSF)**

Hong Kong-based charitable organisation founded in 1980 to support education and healthcare initiatives

**Low socio-economic status (Low-SES)**

Socio-economic status (SES) in Australian higher education is determined using a student's residential address. Low SES students are defined as those who live in bottom 25 per cent in this ranking

**Massive Open Online Courses (MOOCs)**

Free online courses offered in partnership with Coursera to a global audience and accessible from any internet device

**Melbourne Accelerator Program (MAP)**

Initiative designed to enhance the culture of entrepreneurship and up-skill and connect budding entrepreneurs through public forums and master classes

**Melbourne Centre for Cancer Research (UMCCR)**

Collaboration of cancer researchers from across the University of Melbourne working in collaboration to improve outcomes for cancer patients through fostering innovation and integration in cancer care, research, education and training

**Melbourne Model, the**

Globally competitive curriculum which couples broad undergraduate studies with postgraduate specialisation

**Melbourne Operating Model**

Administrative layout of the University in which Chancellery has responsibility for strategy, policy, capital allocation and capability; Academic Divisions are responsible for teaching, learning and research; and University Services operates as a shared services facility providing a range of infrastructure, technology, accounting, HR, procurement, marketing, student recruitment, legal and other professional services across the University

**Melbourne School of Professional and Continuing Education (MSPACE)**

Endorsed by Melbourne University Executive to provide premium quality professional continuing and executive education in Asia-Pacific

**Melbourne School of Professional and Continuing Education (MSPACE)**

Launched and delivering wholly online graduate level courses – 27 award courses (masters, graduate diplomas, graduate certificates) and seven non-award specialist or professional certificates in 11 program areas

**MIT Regional Entrepreneurship Acceleration Program (REAP)**

Capstone global initiative, helping regions to accelerate economic growth and promote social progress through innovation-driven entrepreneurship

**Murrup Barak Melbourne Institute for Indigenous Development (Murrup Barak)**

Parkville-based directorate spanning partnership management, strategy, planning monitoring and compliance, and elder and community engagement advice. Creates specialist pathways for Indigenous Australian secondary students into the University of Melbourne, works with Indigenous Australian students to support and build their capacity to maximise academic, global, social and cultural experiences, and supports and builds capacity of the University to recruit and retain Indigenous Australians

**National Academy of Medicine (NAM)**

(Formerly the Institute of Medicine), an American independent not-for-profit, non-governmental organisation of eminent professionals from diverse fields, including health and medicine; the natural, social, and behavioural sciences

**National Health and Medical Research Council (NHMRC)**

Peak funding body for medical research – one of the Australian Government's two main agencies (with the ARC, see above) for allocating competitive research funding to academics and researchers at Australian universities

**NCP (New Colombo Plan)**

Federal Government funding of student participation in Indo-Pacific experiences

**Parkville Precinct**

Leading Melbourne biomedical precinct with 25 health service, research and academic partners

**Performance Development Framework (PDF)**

Program designed to support University of Melbourne staff in performing roles at an international standing by providing a continuous cycle of individual performance planning, feedback and review

**Postera Crescam Laude**

University of Melbourne motto – 'to grow in the esteem of future generations'

**Reconciliation Action Plan (RAP)**

Business plan documenting the practical actions an organisation will undertake to contribute to reconciliation in Australia. The first University of Melbourne RAP was for the period 2011–2013, the second from 2015–2017 and the third, for a 5-year period is currently in development

**Research Higher Degree (RHD)**

Postgraduate university degree involving a unique supervised research project, either as Masters by Research or Philosophy, or Doctoral degree (either Professional Doctorate or Doctor of Philosophy)

**Residential Indigenous Science Experience (RISE)**

Program developed by the University of Melbourne and Gene Technology Access Centre for Year 9 and 10 students to experience, on campus, tangible and hands-on nature of science, including workshops and special presentations on chemistry, geology, genetics, physics and maths, and visits to industry

**Sabbatical secondment policies (SSP)**

Program to support and build on high performance by enabling and encouraging academic employees to undertake a program of special studies instead of normal academic duties

**Safer Families CRE**

Centre for Research Excellence to lead research into the health effects of intimate partner violence on individuals and families, and how the health sector can respond

**Smartly-assembled Wiki-style Argument Marshalling (SWARM)**

Research collaboration between University of Melbourne's Faculty of Arts, Faculty of Science and Melbourne School of Engineering

**STEMM**

Science, Technology, Engineering, Mathematics and Medicine

**United Nations International Children's Emergency Fund (UNICEF)**

Created by the United Nations General Assembly on 11 December 1946

**Universitas 21 (U21)**

Global network of research universities formed in 1997

**Victorian Comprehensive Cancer Centre (VCCC)**

Purpose-built centre for cancer research, treatment, care and education, located within the Parkville Precinct

**Victorian Indigenous Engineering Winter School (VIEWS)**

6-day, on-campus program for Year 11 and 12 Indigenous students to provide insight into studying and working in engineering

**Web of Science (WoS)**

Citation index built on the fact that citations in science serve as linkages between similar research items, and lead to matching or related scientific literature, such as journal articles, conference proceedings and abstracts







