

Citation, Doctor of Laws *honoris causa* for Mr Ray Ian Arthur Marshman

Mr Ian Marshman has made a remarkable contribution to both the health and higher education sectors and is acknowledged by peers across the country for his leadership and public service over a long and distinguished career in public health and university administration. In particular, over 25 years of service to the University of Melbourne, Ian demonstrated outstanding commitment to the transformation of operations at the University and the promotion of the value of higher education to the broader community.

Ian graduated with a Bachelor of Arts (Hons) from the University of Melbourne in 1971 and a Bachelor of Laws from the Australian National University in 1975. He commenced his career in 1973 as an administrator in the Australian Public Service, serving as Assistant Secretary in the Commonwealth Department of Health from 1984 to 1986. He was then appointed as Deputy Director and Director of the North East Metropolitan Region in the Victorian Health Department was 1986 to 1990, with responsibility for the planning, funding coordination and program development of health services for a third of Metropolitan Melbourne.

After joining the University of Melbourne, Ian continued to volunteer his time and expertise in the health sector as a member and Vice-President of the Board of Management of St George's Hospital and the Inner Eastern Geriatric Service between 1991 and 1995. From 1995 to 1997, Ian was a board member of the North Western Health Care Network, including Royal Melbourne and Western Hospitals and chaired its Remuneration and Healthcare Providers Consultation Committee. More recently, Ian continues to serve as a board member and chair of both Headspace Youth Mental Health Foundation and the Melbourne Dental Clinic.

Ian was initially appointed Registrar (Academic) of the University of Melbourne in 1990, before rising to Vice-Principal (Administration) and then Senior Vice-Principal from 1999 until his retirement in 2015. In this role, Ian worked tirelessly to improve the University's administration and enrich the institution's core activities. With responsibility for the management of finance, planning and administration, Ian ably oversaw everything from major projects and facilities planning, IT management and human resources to audit, compliance, governance support and external accountabilities. In this role he offered wise counsel to a series of Vice-Chancellors, provided mentorship and support to a generation of professional university staff at Melbourne and beyond, secured the University's financial resources and played an important role in shaping its strategic direction.

Ian was integral in the University's adoption of the Melbourne Curriculum in 2008 and led the implementation of new structures and services to support these ambitious curriculum reforms. Ian conceived and introduced a new business operating model, known as Responsible Division Management, based on the principle of aligning accountability and actions as closely as possible to service delivery. He followed this agenda to its logical conclusion by designing and leading the University's Business Improvement Program in 2013 and 2014, introducing shared services and making significant resources available for reinvestment in research and teaching activities. Ian also demonstrated a deep concern for disadvantaged students and was committed to widening access to a meaningful education at the University through the Access Melbourne scheme. His unfailing efforts to transform the University's campus, professional services and financial health will be felt by many generations of staff and students to come.

Ian's contribution to the higher education sector beyond the University is also significant. Between 1999 and 2014, he was Chair of the Victorian Tertiary Admissions Centre, and served the Australian Universities Quality Agency as a member of four Audit Panels and later as Chair of the Audit Panel for the University of South Australia in 2009. He has also been prominent in efforts to foster global citizenship and institutional innovation with the sector internationally as Chair of the Universitas 21 Managers Group and Director of Universitas 21 Global's Online Business School. Ian was the co-

convenor of the 1998 Australian University Games, hosted by the University of Melbourne and Monash University, and has shared his considerable expertise on the boards of the Melbourne Theatre Company, UoM Commercialisation and Uniseed Ltd.

Ian is recognised for his vision, professionalism and role as a national doyen of university administration, having played a vital role during a period of the most significant and bold administrative and curriculum reforms in Australian tertiary history. His career stands as an exemplar of outstanding leadership and sustained service to the higher education and health sectors and the community more broadly.