



THE UNIVERSITY OF  
MELBOURNE



ANNUAL REPORT 2021

SCIENCE

GAI

# MESSAGE FROM THE CHANCELLOR



The Hon Gayle Tierney MP  
Minister for Training and Skills and Minister for Higher Education  
Level 1, 2 Treasury Place  
East Melbourne Vic 3002

31 March 2022

Dear Minister

I am pleased to submit the Annual Report of the University of Melbourne for the year ending 31 December 2021.

The Annual Report is prepared in accordance with the requirements of the financial reporting directions under the *Financial Management Act 1994*. The University of Melbourne Council endorsed this Annual Report at its meeting on Wednesday 16 March 2022.

Council's purpose is to exercise broad oversight of the University's operations, whose day-to-day work is the responsibility of the Vice-Chancellor and the University's staff members. The Council members are a diverse group of leaders who are mindful of their public duty to serve the University and the broader society to which it belongs.

As you may note from the information contained in this report, the University continues its commitment to the direction and aspirations set out in its *Advancing Melbourne* strategy, first endorsed by Council in 2019. Importantly, the various case studies and initiatives highlighted in this report demonstrate how all members of the University community play an active role in realising these ambitions. Council is pleased to support the ongoing implementation of this strategy over the course of this decade.

In 2021 the University also maintained its position as Australia's leading higher education institution, recording strong performances in both the Academic Ranking of World Universities and the Times Higher Education World University Rankings.

As Chancellor of the University of Melbourne, I submit this Annual Report to you for your information and presentation in Parliament.

Yours sincerely

A handwritten signature in white ink, appearing to read 'Allan J Myers', written over a dark blue background.

**Allan J Myers AC QC**  
Chancellor

# MESSAGE FROM THE VICE-CHANCELLOR



31 March 2022

Universities are enduring institutions that exist to serve society.

In 2021, as people and communities around the world experienced another challenging, pandemic-affected year, this imperative continued to drive the University of Melbourne to make many significant contributions to the public good.

The work of our researchers, teaching academics and industry partners from various disciplines informed the national pandemic response. In addition to many centrally important scientific and technical contributions, our experts contributed to the public discourse, and informed government policy and public responses, while also delivering public education programs.

University academics across the full range of disciplines continued to publish their research in some of the most esteemed scholarly publications, locally and internationally.

During extended periods of remote working, I was proud of the resilience and commitment to innovation displayed by the University community. We continued to prioritise the learning experience for students and we adapted to make rapid improvements to dual subject delivery, expanding our suite of digital teaching and learning technologies.

Throughout the year, we continued to support our international students, many of whom were studying offshore and unable to return to Australia. We also worked to make their future transition to Melbourne easier with the introduction of additional support services and programs, such as the new Melbourne Welcome grants.

This Annual Report recounts these and many other achievements by the University of Melbourne in 2021. The Report is organised around the key themes of Place, Community, Education, Discovery and Global, highlighting the ways in which our activities continue to be guided by the ambitions set out in the University's 10-year strategy, *Advancing Melbourne*.

Yours sincerely

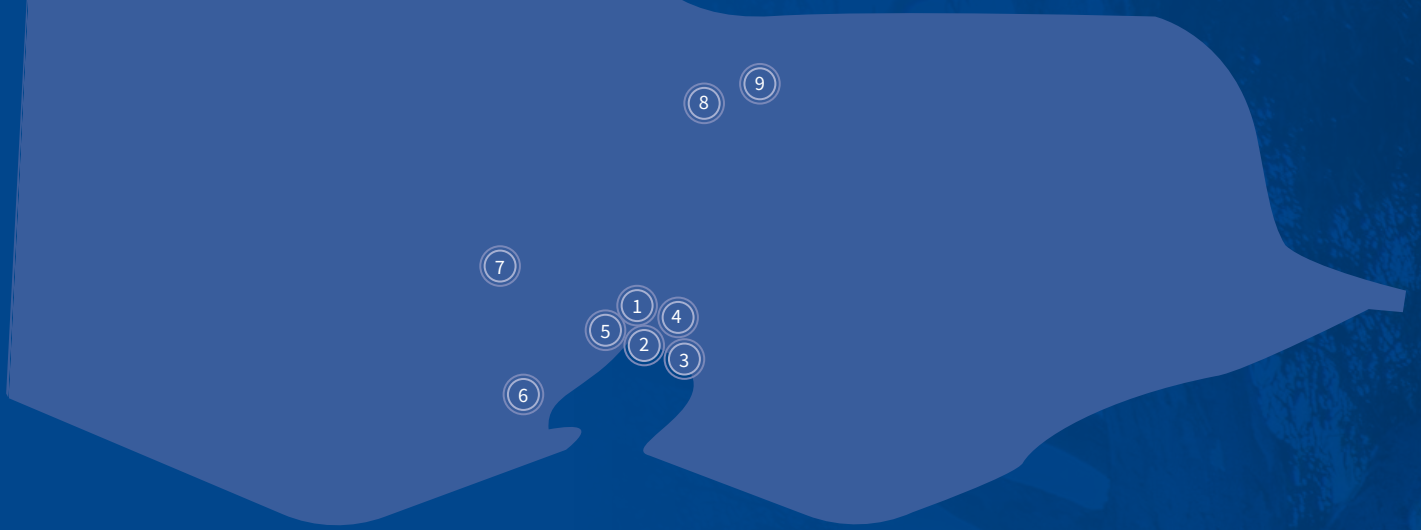
A handwritten signature in black ink, which appears to read 'D. Maskell'. The signature is fluid and cursive, with a large initial 'D'.

**Professor Duncan Maskell**  
Vice-Chancellor



# ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

of the land on which our campuses are located



The University of Melbourne acknowledges the Traditional Owners of the unceded land on which we work, learn and live:

The Wurundjeri Woi Wurrung and Bunurong peoples (Burnley, Parkville, Southbank and Werribee campuses), the Yorta Yorta people (Dookie and Shepparton campuses), and the Dja Dja Wurrung people (Creswick campus).

The University also acknowledges and is grateful to the Traditional Owners, Elders and Knowledge Holders of other Indigenous nations and clans who have been instrumental in our reconciliation journey.

We recognise the unique place held by Aboriginal and Torres Strait Islander peoples as the original custodians of the lands and waterways across the Australian continent, with histories of continuous connection dating back more than 60,000 years.

We pay respect to Elders, past and present, and acknowledge the importance of Indigenous knowledge in the Academy. As a community of researchers, teachers, professional staff and students we are privileged to work and learn every day with Indigenous colleagues across the University. They are instrumental in our reconciliation journey and generous in providing their knowledge, leadership and support.

We acknowledge and pay respect to them, to our Aboriginal and Torres Strait Islander students, to the Traditional Owners, Elders and collaborators of the University of Melbourne, and the Aboriginal and Torres Strait Islander peoples who visit our campuses from across Australia and the world.

- ① Parkville
- ② Southbank
- ③ Burnley
- ④ Hawthorn
- ⑤ Fishermans Bend
- ⑥ Werribee
- ⑦ Creswick
- ⑧ Shepparton
- ⑨ Dookie



# CONTENTS

## Part 1: Overview and introduction

Message from the Chancellor	2
Message from the Vice-Chancellor	3
Acknowledgement of Traditional Owners	4
University history	6
At a glance	8
Resolute in response to COVID-19	10
University leadership	16
Awards, achievements and acknowledgements	18

## Part 2: Strategic achievements in 2021

Advancing Melbourne	22
Place	24
Case study: Cultural Commons	32
Community	34
Case study: VaxFACTS	42
Education	44
Case study: Hansen Scholar	54
Case study: China Study Hub	56
Discovery	58
Case study: Genomics Hub	68
Global	70
Case study: Melbourne Climate Futures	78
Organisational and student statistics	80

## Part 3: Governance and compliance

University governance	82
Compliance	97

## Part 4: Financials 117

Disclosure index	181
Glossary	183
Index	189

Four magnificent river red gums on Parkville campus predate the University of Melbourne and were an essential source of shelter, bark for canoes, tools, weapons, ceremonial and musical instruments, and medicine for the Wurundjeri People of the Kulin Nation. *Image: Peter Casamento*



# CONTRIBUTING TO SIGNIFICANT MOMENTS IN HISTORY

As the second year of the COVID-19 pandemic came to a close, the University of Melbourne reflected on its role during other important periods in its history, advancing knowledge for the benefit of society through its long record of cultural and scholarly endeavour.

**1853**

*University education*

Founded by an Act of the Victorian Parliament, the University of Melbourne was established as a centre of learning in 1853. With the laying of the foundation stone, the University assumed its place as an integral part of the small colony's cultural life, growing and evolving to become a provider of education and research excellence, both locally and globally.

**1856**

*The eight-hour day*

On 21 April, stonemasons building the University of Melbourne stopped work and marched to Parliament House, gathering fellow stonemasons on the way to demand the eight-hour day: eight hours' labour, eight hours' recreation and eight hours' rest. The eight-hour day became the goal of a fledgling labour movement as well as its central celebration.

**1862**

*Scientific and cultural knowledge sharing*

From its earliest years, the University of Melbourne has housed important scientific and cultural institutions. This included the Melbourne Museum between 1862 and 1899, and the Melbourne Herbarium established in 1926. And in 1854, Sir Redmond Barry, the University of Melbourne's first and longest serving Chancellor, founded the State Library of Victoria.

**1881**

*Higher education for women*

Asserting that everyone should have equal access to further education, the University of Melbourne admitted women from 1880 and in December 1883, Julia Margaret (Bella) Guérin became the first female graduate of an Australian university, being awarded a Bachelor of Arts and subsequently a Master of Arts in 1885.

**1914–1918**

*World War I*

The University of Melbourne played a critical role in the war effort, shortening medical courses to expedite supply of doctors to the front. Its professors offered expertise to munitions committees that brought advances in manufacturing tolerances and, combining knowledge of chemistry, physics and physiology, developed gas masks to protect soldiers against chlorine and bromine.

**1920**

*Symphony orchestras*

Bernard Heinze, Ormond Chair of Music, reformed the Melbourne Symphony Orchestra, combining it with the University Symphony Orchestra in 1932. The change occurred in time for the establishment of the Australian Broadcasting Commission (ABC), and provided music for radio as well as local concerts.

**1939–1945**

*World War II*

The Second World War made still greater demands on universities than the first. The University of Melbourne worked with defence authorities as part of 'manpower' controls to supply professional graduates across a range of disciplines. University staff joined defence committees, including famously in the first Australian manufacture of optical glass.

**1948**

*University research*

The University of Melbourne became the first Australian university to offer PhDs in 1948 to Erica Wolff in Arts, and RH Myers in Science. The development of the PhD reflected the increasing importance placed on research in the Academy.





**1956**

*Computerisation*

In 1947 Maston Beard and Trevor Pearcey, a British radar scientist who had emigrated to Australia after World War II, led a research group at the CSIR (after 1949 called CSIRO) to design and build CSIR Mk1, the world's fourth stored-memory electronic computer. In 1955 the computer was transferred to the University of Melbourne. Renamed CSIRAC, it continued to operate until November 1964.

**1968**

*Performing arts*

Emerging from the Union Repertory Theatre, 'the Rep' as it was known since its formation in 1953, evolved to become the University of Melbourne Theatre Company in 1968. Today, the Melbourne Theatre Company is a department of the University of Melbourne.

**1990**

*The internet*

The first TCP/IP internet connection to Australia, and the system for allocation of all domain names, was developed and managed at the University of Melbourne. The University's pivotal role in the country's early internet was due to Professor Peter Poole and Robert Elz from the University of Melbourne's Department of Computer Science who established a data link to the United States of America enabling Australian researchers to exchange email with the users of overseas networks. Although cumbersome by modern standards, it was nevertheless the forerunner of the modern internet.

**2008**

*University curricula*

In 2008, inspired by leading international centres of higher education, the University of Melbourne developed an innovative teaching model to support and inspire graduates to become great thinkers with the skills to solve the world's great challenges. The model encourages students to pursue their passions and explore studies outside their major through breadth subjects, fostering a broader skill set and complementing their degrees.

**2010**

*Truth telling*

In concert with universities across the world starting to recognise and acknowledge Indigenous history, knowledge and past wrongs, the University of Melbourne developed its first Reconciliation Action Plan (RAP). Now in its third iteration, the University's RAP commits to using its teaching and learning, research and engagement to make a sustainable contribution to improve health, education and living standards for Indigenous Australians.

**2020–2021**

*COVID-19 pandemic*

In response to two years of the COVID-19 pandemic, the University demonstrated leadership in advancing scientific understanding of the virus and its health impacts, informing public policy and government response, and driving pandemic recovery.

View of Engineering and Geology schools at the University of Melbourne, circa 1910.  
*Image: University Library Archives UMA/I/1062*



# AT A GLANCE

Sculpture students at the Victorian College of the Arts enjoy an immersive studio-based environment to develop skills in the thinking and making of sculpture, installation and performance.  
*Image: Peter Casamento*

**54,411**  
students (EFTSL)<sup>1</sup>

**#1**  
in Australia in  
the THE Global  
Rankings<sup>2</sup>

**22,835**  
total award  
completions

**#33**  
in the world  
in the ARWU  
rankings<sup>3</sup>

**6000+**  
participants in  
student/alumni  
mentor programs

**\$637M**  
HERDC research  
income<sup>4</sup>

**#33**  
in the world  
in the THE  
Global Rankings<sup>2</sup>

**450,000+**  
living alumni

**9451**  
staff<sup>5</sup>

**150**  
student  
nationalities

**40%**  
international  
students

**52%**  
undergraduate  
**48%**  
graduate

1. Equivalent Full Time Student Load (EFTSL)

2. Times Higher Education (THE)

3. Academic Ranking of World Universities (ARWU)

4. Estimated from 2021 results, confirmation from Higher Education Research Data Collection (HERDC) due June 2022

5. Total staff full-time equivalent (FTE) including continuing, fixed-term and casual staff



# RESOLUTE IN RESPONSE

With the COVID-19 pandemic continuing in Australia and around the world, support for its community remained a critical priority for the University of Melbourne throughout 2021.

For the second year running the wider Australian community contended with prolonged lockdowns and frequent changes to public health orders. In the face of these ongoing challenges, the University of Melbourne continued to prioritise support for its own community of students and staff. At the same time, the University implemented a range of measures to support pandemic recovery and ensure financial sustainability and operational efficiency into the future.

The Pandemic Response Team led the University's COVID-19 response, informed by public health advice from state and federal governments, as well as the University's own public health experts. The University's operational response to the pandemic included actions to create a COVID-safe campus environment, extending support measures for students and staff, and introducing a range of programs to support the broader public health response. Throughout the year, the University continued to review, adjust and adapt to the changing situation to ensure utmost care for its community.

The year began with eased COVID-19 restrictions and a return to on-campus activity for many students and staff. Some students attended campus for Summer Term subjects and in early February more than 5000 people were attending campus daily. The University community warmly welcomed this vibrant return of staff and students being able to come together again for on-campus collaboration, research, and teaching and learning.

When a snap lockdown was announced in mid-February, the University acted with agility to move orientation activities to digital delivery to ensure a positive student experience. The University also welcomed new students through online celebrations including the Melbourne Commencement Ceremonies and orientation programs.

Public health restrictions then eased for most of Semester 1, enabling some in-person teaching and learning and further on-campus research. The University continued to offer online study options and student services, including for international students unable to return to Melbourne due to extended border closures. From May and for much of the remainder of the year, further lockdowns meant a return to online study and work for most students, researchers and staff.

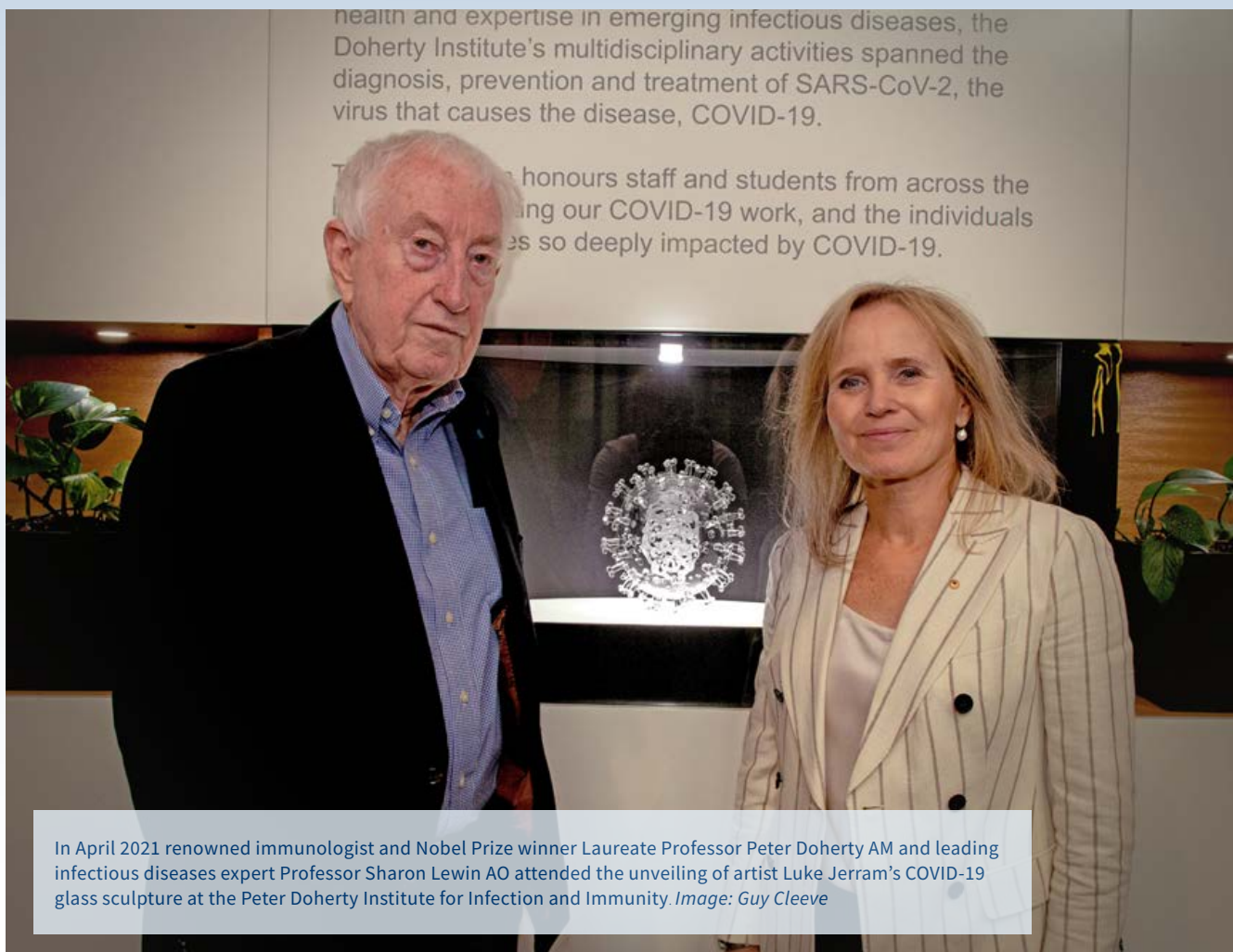
The student community showed an exceptional commitment to their scholarly endeavour in these challenging circumstances. The University's focus remained firmly on continuing to deliver the highest-quality education experience and upholding the integrity of its academic programs as it supported students studying online, both locally and globally. Throughout 2021, the University continued to invest in online teaching and learning, expanding its suite of digital teaching and learning technologies and supporting teaching staff to adopt these technologies. In addition student services, including Stop 1, libraries, academic skills, and careers and employability, were accessible online. Virtual workshops and drop-in sessions were attended by Melbourne students all over the world.

The University also offered a range of health, mental health and wellbeing services for students, including a dedicated COVID-19 hotline, and made testing and vaccination available at the University Health Service. A new counselling service for students outside Australia was also introduced, offering free, confidential support in multiple languages across 80 countries.

In Melbourne, more than 150 University staff volunteered to support students through the University's partnership with SecondBite. Through this initiative, more than 6800 students received over 34,000 free meals. The University also provided over 5000 fresh fruit and vegetable boxes to students through its Student Fresh Box program.

The University recognised the particular challenges experienced by international students unable to travel to Australia and worked hard to provide additional support. This included establishing study hubs in Shenzhen and Nanjing to provide China-based students with a welcoming place to study and collaborate with other University of Melbourne students and alumni. The University also offered its services to the Victorian Government's Study Melbourne Hubs in Ho Chi Minh City, Kuala Lumpur and Shanghai, and virtually in India. (See also pages 48, 56–57, 72, 74, 76)





Planning ahead for the recommencement of international travel, the University established the Melbourne Welcome package to support new and current international students on arrival or return to Australia. This one-off \$4000 grant was introduced to ease the burden of international travel costs and assist students in getting settled and connected in the local community. The University also expanded its range of scholarships for 2022, providing more opportunities for talented students, wherever they are in the world. (See also page 48)

The University also introduced additional support for its graduate researchers, including extended candidature and stipends for those whose work was impacted by the pandemic. From mid-July, the University reintroduced paid COVID-19 leave for eligible graduate researchers experiencing disruption to their studies due to the Victorian lockdown. Since the beginning of the pandemic, the University has supported more than 1140 graduate researchers with \$7 million in paid scholarship leave and/or extended scholarships. By the end of 2021, 164 of these candidates had completed their degrees, with another 135 under examination.

Throughout the year, University staff demonstrated an extraordinary commitment to their work by maintaining vital connections with students, making repeated pivots to online learning, continuing world-changing research, and keeping the University's operations sustainable in a time of constant change and challenge. In turn, the University continued to support staff working from home with a range of resources including the dedicated COVID-19 response website, enhanced online training with new modules on resilience and wellbeing, and access to counselling and other support services. The University also continued to offer special COVID-19 entitlements for staff who contracted COVID-19 or were otherwise required to isolate under public health orders, including 'quarantine leave' for continuing and fixed-term staff, and a COVID-19 special payment for casual staff.

In recognition of the resilience and dedication of staff, in September the University provided continuing and fixed-term employees with five 'recharge days' in addition to existing leave entitlements. This initiative recognised the challenges individuals were facing as a result of the pandemic and gave staff additional time away from work to refresh and recharge.

As Melbourne began to emerge from lockdown later in 2021, the University reaffirmed its commitment to leadership in public health, and to providing a safe campus environment for students and staff. In September, the University announced it would make COVID-19 vaccination a requirement for attending campus to minimise the risk of the virus in its own community. Implementation of this aligned with *Victoria's Roadmap to Deliver the National Plan* and paved the way for the University community to return to on-campus activities once restrictions eased in October and November. The University also supported staff to get vaccinated through flexible working arrangements. Casual staff could access a COVID-19 special payment for the day after receiving a COVID-19 vaccine if they experienced an adverse reaction and could not work their rostered hours.

At the same time, the University continued to focus efforts on improving the quality and efficiency of its operations to set the institution up for success into the future. This included managing the financial impact of the pandemic, as work continued under the University's Pandemic Reset Program.

Throughout 2020, the University introduced a range of measures to combat the budget shortfall including reduced spending, use of reserves and increasing borrowings. Many of these measures were designed and planned in 2020, and fully implemented in 2021.

The program included an extension of the University's existing shared services model for professional services delivery and in 2021, new organisational structures were implemented in Finance, Advancement, University Communications and Marketing, Student Recruitment and Admissions, and Human Resources. These changes were designed to strengthen alignment between University strategy and service delivery, build and deepen professional expertise, and reduce duplication and costs.

As a result of the Pandemic Reset Program, a number of staff members left the institution across both 2020 and 2021. The University acknowledges and thanks these employees for their service. In addition to the 210 staff who chose to leave the University through voluntary redundancy, a further 168 left in 2021 via involuntary redundancy. The majority of these positions were professional. A further 45 colleagues retired from the University as a result of the Senior Academic Enhanced Retirement Scheme that offered the same benefits as those who took redundancy.

The Pandemic Reset Program concluded in late 2021, with the University continuing its efforts to improve the delivery of professional services across the institution.

Despite the challenges of 2021, the University kept its long-term vision firmly in view and pursued initiatives with purpose and energy across the *Advancing Melbourne* strategic pillars of Place, Community, Education, Discovery and Global.

Following the significant periods of remote learning and working over the past two years, the University looks forward to restoring the vibrancy of its campus community in 2022 and continuing to serve and benefit society through the transformative impact of education and research.

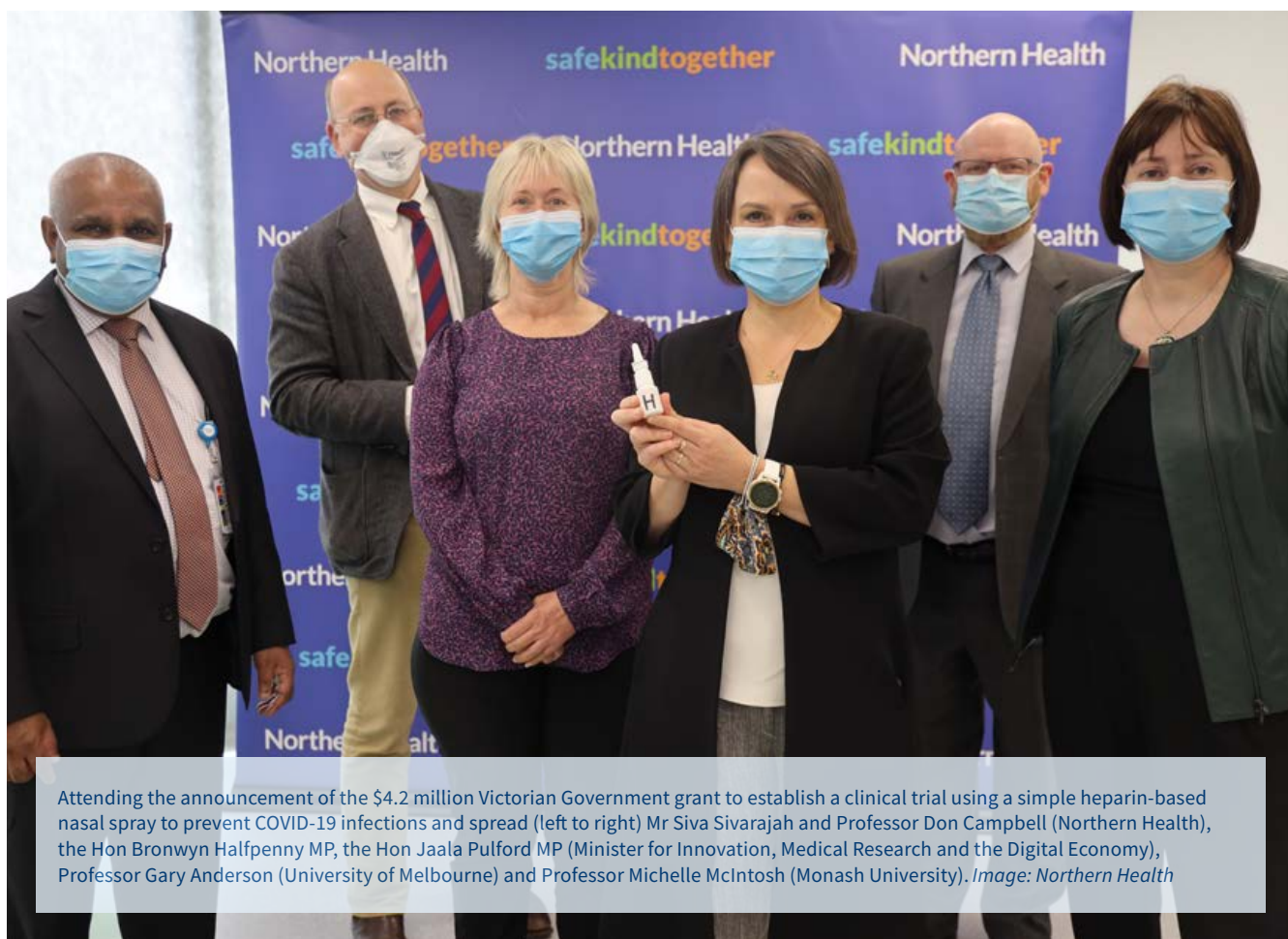
## HELPING COMBAT COVID-19

Throughout 2021 the University continued to demonstrate leadership in advancing research for the greater good through public education, informing public policy and government response, and driving pandemic recovery. As one of the world's leading universities, the University of Melbourne has contributed to global efforts to overcome the COVID-19 pandemic since its onset.

Following extensive contributions in 2020, University researchers continued to play a critical role in responding to the challenges of the COVID-19 pandemic across a range of disciplines, leading scientific discovery, informing and influencing public policy and contributing to public discourse.

The Peter Doherty Institute for Infection and Immunity has a multidisciplinary approach to pandemic response. In 2020, the Institute was the first group to isolate and share the SARS-CoV-2 virus with laboratories around the world.

This directly enabled a suite of research and public health activities, including on fundamental immunology and virology, vaccines and therapeutics, diagnostics and surveillance, and clinical care. The Doherty Institute provided modelling to inform development and implementation of the Federal Government's *National Plan to transition Australia's National COVID Response*, as well as other policy platforms. (See also page 41) The Institute continues to be at the cutting-edge of COVID-19 developments. For example, the emergence of novel variants like Omicron require innovations in diagnostic and genomic testing, clinical service delivery, epidemiologic models and assessment of vaccines and therapeutics.



Attending the announcement of the \$4.2 million Victorian Government grant to establish a clinical trial using a simple heparin-based nasal spray to prevent COVID-19 infections and spread (left to right) Mr Siva Sivarajah and Professor Don Campbell (Northern Health), the Hon Bronwyn Halfpenny MP, the Hon Jaala Pulford MP (Minister for Innovation, Medical Research and the Digital Economy), Professor Gary Anderson (University of Melbourne) and Professor Michelle McIntosh (Monash University). Image: Northern Health



As part of the official signing ceremony of the Australian Institute of Infectious Disease's Foundation Partners agreement in December, researchers based at the Peter Doherty Institute for Infection and Immunity demonstrated the work they are currently doing in the lab to combat the COVID-19 pandemic. *Image: Peter Casamento*



University researchers, led by Professor Kirsty Buisson from the Doherty Institute, contributed to a world-first study into airflow and movement in a COVID-19 ward, providing insights into virus transmission and ways to mitigate the risk of airborne transmission in healthcare settings.

In a separate study, researchers, led by Professor of Paediatric Infectious Diseases Nigel Curtis, are investigating whether it is possible to predict who remains susceptible to SARS-CoV-2 variants after having had COVID-19 or receiving a vaccine. Exploring the immune response to COVID-19-specific vaccines in Brazilian healthcare workers, the research has received philanthropic funding from the Bill & Melinda Gates Foundation and is a sub-study of the Murdoch Children's Research Institute's assessment of the Bacille Calmette-Guérin (BCG) vaccine and its efficacy in protecting against COVID-19.

Researchers are investigating the efficacy of a new nasal spray that repurposes the safe and inexpensive blood thinner, Heparin, to prevent COVID-19 infection and stop its spread in the community. The research is co-led by Director of the University's Lung Health Research Centre Professor Gary Anderson, Professor Paul Monagle from the Faculty of Medicine, Dentistry and Health Sciences and Murdoch Children's Research Institute, and colleagues from Monash University and Northern Health. It brings together a coalition of researchers, including experts at the Bio21 Institute, Peter Doherty Institute of Infection and Immunity, Oxford University and the CSIRO.

In 2021, the IntraNasal HEpaRin Trial (INHERIT) received \$4.2 million funding from the Victorian Government to carry out a first-ever human trial in 400 COVID-affected homes. If successful, the six-month trial beginning in February 2022 will provide a safe way to protect highly vulnerable populations including pregnant women, the elderly, those who are immunocompromised or have certain lung diseases, and front-line healthcare providers. It would be used in conjunction with vaccines, and its use could be extended for wider use to help make air travel, football matches, restaurants and entertainment venues safer.

Researchers also considered the broader impacts of the COVID-19 pandemic on the wider community. The Melbourne Institute published regular reports about the COVID-19 situation in Australia, using data from the Institute's *Taking the Pulse of the Nation* survey, and exploring topics ranging from how employees feel about vaccine mandates, through to understanding the financial stress experienced by families. (See also page 41)

Director of the International Digital Policy Initiative in the Faculty of Arts, Professor Ingrid Volkmer, co-led a global survey to gain a deeper understanding of how young people get their information about COVID-19, the sources they trust, and their attitudes towards false news. The survey found young people worldwide are relying on multiple platforms, providing valuable insights for how health organisations, governments, media and business can improve health communications to this demographic. The World Health Organization (WHO) is now using the outcomes of the study to inform development of health communication strategies.

Director of the Future of Work Lab Professor Leah Ruppanner, together with colleagues in the United States, conducted research about shifting inequalities in the COVID-19 pandemic. The research team found that in Australia, changes to working and living situations resulted in more fathers stepping into participatory roles at home.

The University exchanged knowledge and insights to strengthen responses to COVID-19 in the region.

In July, leaders from Indonesia and Australia discussed managing COVID-19 and post-pandemic challenges at a high-level conference facilitated by the University of Melbourne and Universitas Gadjah Mada. Indonesia saw a surge in COVID-19 cases in 2021, with official figures citing around 50,000 new cases per day in June, putting immense pressure on Indonesia's healthcare system. Speakers covered topics such as the need for greater vaccine supply, access and uptake; a range of policies that could be used to manage the crisis; community-based initiatives to tackle associated challenges; and Australia and Indonesia's health partnership.

Researchers also played an important role in sharing expertise and information locally to support understanding and combat misinformation. In September, for example, the University launched its VaxFACTS website, featuring a series of simple videos to answer commonly asked questions about COVID-19 vaccines. VaxFACTS provides clear, concise and easy-to-understand public health messaging to encourage individuals and communities to get vaccinated, and to help people communicate with vaccine-hesitant friends and family members. (See also pages 42–43)

Progress continued on the establishment of the Australian Institute of Infectious Disease (AIID), a visionary initiative of the University of Melbourne, the Peter Doherty Institute for Infection and Immunity and Macfarlane Burnet Institute for Medical Research and Public Health. The AIID will drive faster, more effective pandemic detection, prevention and response to help protect Australia and the region. Building on \$155 million of funding announced in 2020, the Victorian Government committed a further \$245 million investment in May 2021 to establish the AIID.

The new facility, to be built in the Melbourne Biomedical Precinct, will bring together a critical mass of scientists, public health professionals and global health practitioners. The AIID will further establish Victoria as a global leader in infectious diseases and public health. The initiative will enhance opportunities for research collaboration, platform and knowledge-sharing, as well as industry engagement. (See also page 63)

# LEADING FROM THE FRONT



## UNIVERSITY COUNCIL

**Back row left to right:** Dr Helen Szoke AO, Mark Leibler AC, Professor Andrew Kenyon, Andrew Sisson AO, Nadia Carlin, Professor Marilys Guillemain. **Front row:** Wendy Stops, Vice-Chancellor Professor Duncan Maskell, Chancellor Allan J Myers AC QC, Jane Hansen AO, Desiree Cai. (Not pictured: Dr Andrew Cuthbertson AO, Professor Joseph J Y Sung SBS JP) *Image: Peter Casamento*

The Chancellor, Vice-Chancellor and senior executives are responsible for the strategic vision of the University. Their leadership ensures the University remains a viable, accountable and world-class institution. In 2021, the following appointments to the University's senior leadership team were made.

January: Professor Marie Sierra, Dean of the Faculty of Fine Arts and Music, home of the Victorian College of the Arts and Melbourne Conservatorium of Music

January: Professor Gregor Kennedy, Deputy Vice-Chancellor (Academic)

May: Professor Sarah Wilson, Pro Vice-Chancellor (Student Life)

June: Professor Andrew Kenyon, President of Academic Board

September: Professor Jane Gunn, Dean of Medicine, Dentistry and Health Sciences (following her appointment as interim Dean in February 2021)

September: Professor Nicola Phillips, Provost (appointed in April 2021)





## UNIVERSITY EXECUTIVE

**Back row left to right:** Professor Paul Kofman, Dr Julie Wells, Professor John Fazakerley, Professor Andrew Kenyon, Professor Jane Gunn, Allan Tait, Professor Gregor Kennedy, Revd Professor Russell Goulbourne. **Middle row:** Professor Pip Nicholson, Dr Jim Watterston, Professor Marie Sierra, Professor Mark Cassidy, Professor Julie Willis, Professor Shaun Ewen, Nick Blinco. **Front row:** Professor Michael Wesley, Professor Nicola Phillips, Vice-Chancellor Professor Duncan Maskell, Professor James McCluskey, Professor Moira O'Bryan. (Not pictured: Professor Ian Harper, Professor Sarah Wilson) *Image: Peter Casamento*

“The University of Melbourne has an outstanding reputation for excellence in teaching and research, both locally and internationally. It's an honour to have been appointed as Provost and I'm excited to join an institution that is determined to make a difference in society and is collaborating with like-minded global institutions to develop leaders of the future.

Professor Nicola Phillips  
Provost

“It's a privilege to return to the faculty at a time such as this. In many ways a fine arts and music education has never been more important to how we live our lives. Not only do our artists and musicians reflect, define and challenge how we perceive our world, but our students, researchers and staff have a vital role to play in reshaping and reimagining the cultural sector post the COVID-19 pandemic.

Professor Marie Sierra  
Dean, Fine Arts and Music

“As Dean, I am committed to continuing the work started before me – to build knowledge and skills, to provide the best teaching to our students and to promote high-quality research through leadership, collaboration and partnerships. I'm proud to lead this great faculty and while I am the first woman to be appointed Dean, I won't be the last.

Professor Jane Gunn  
Dean, Medicine, Dentistry and Health Sciences

# AWARDS, ACHIEVEMENTS AND ACKNOWLEDGEMENTS

## FELLOWS AND ACADEMY APPOINTMENTS

### **Academy of Social Sciences in Australia**

#### *Appointed Fellows*

Professor Michael Berk (Medicine, Dentistry and Health Sciences, Florey Institute for Neuroscience and Mental Health and Orygen Youth Health)

Professor Chris Edmond (Business and Economics)

Professor Nisvan Erkal (Business and Economics)

Professor Sean Scalmer (Arts)

### **Australian Academy of Health and Medical Sciences**

#### *Appointed Fellows*

Professor Jerry Adams (Walter and Eliza Hall Institute of Medical Research)

Professor Julie Bines (Murdoch Children's Research Institute)

Professor Suzanne Cory AC (Walter and Eliza Hall Institute of Medical Research)

Professor Rana Hinman (Medicine, Dentistry and Health Sciences)

Professor Harriet Hiscock (Murdoch Children's Research Institute)

Professor David Ching Siang Huang (Walter and Eliza Hall Institute of Medical Research)

Professor Collette McKay (Bionics Institute of Australia)

Professor Jodie McVernon (Peter Doherty Institute for Infection and Immunity)

Professor Alicia Oshlack (Peter McCallum Cancer Centre)

Professor George Patton (Murdoch Children's Research Institute)

Professor Danny Rischin (Peter McCallum Cancer Centre)

Professor Sir John Savill (Melbourne Academic Centre for Health)

Professor Kanta Subbarao (Peter Doherty Institute for Infection and Immunity)

Professor Ingrid Winship AO (Royal Melbourne Hospital)

#### *Corresponding Fellows*

Professor Tien Wong (Medicine, Dentistry and Health Sciences)

### **Australian Academy of the Humanities**

#### *Appointed Fellows*

Professor Jane Davidson (Fine Arts and Music)

Associate Professor Nick Thieberger (Arts)

Associate Professor Frederik Vervaeke (Arts)

### **Australian Academy of Science**

#### *Appointed Fellows*

Professor Brendan Crabb (Burnet Institute)

Professor Mark Dawson (Medicine Dentistry and Health Sciences and Peter McCallum Cancer Centre)

Professor Robin Gasser (Veterinary and Agricultural Science)

Professor John Sader (Science)

Professor Gordan Smyth (Walter and Eliza Hall Institute of Medical Research)

### **Australian Academy of Technology and Engineering**

#### *Appointed Fellows*

Professor Richard Eckard (Veterinary and Agricultural Science)

Distinguished Professor Ivan Marusic (Engineering and Information Technology)

Associate Professor Andrew Nash (Bio21 Molecular Science and Biotechnology Institute)

Professor Hugh Williams (Melbourne Business School)

#### *Appointed Honorary Fellow*

Distinguished Professor Marcia Langton AO (Medicine, Dentistry and Health Sciences)

## NATIONAL AWARDS

### **Australian Awards for University Teaching Program, Citation for Outstanding Contribution to Student Learning**

Associate Professor Gavin Buskes (Engineering and Information Technology)

### **International Education Association of Australia Excellence Award**

Professor Shanton Chang (Engineering and Information Technology)

## INTERNATIONAL AWARDS

### **American Neurological Association Award**

Professor Ingrid Scheffer AO (Medicine, Dentistry and Health Sciences and Austin Health)

### **Royal Society Fellow**

Professor Marilyn Renfree (Science)

### **2021 University of Melbourne Fulbright Scholars**

Dr Marlon Perera (Austin Health)

Professor Andrew Walter (Arts)

## RESEARCH AWARDS

### **Australian Infectious Diseases Research Centre Eureka Prize for Infectious Diseases Research**

Professor Julie Bines (Medicine, Dentistry and Health Sciences)

### **Bupa Foundation Emerging Health Researcher Award**

Dr Zac Seidler (Medicine, Dentistry and Health Sciences)

### **Defence Science and Technology Eureka Prize for Outstanding Science in Safeguarding Australia**

Associate Professor Toby Murray and Dr Robert Sison (Engineering and Information Technology)

### **L'Oréal-UNESCO For Women in Science Award**

Dr Pip Karoly (Engineering and Information Technology)

### **Snow Medical Research Foundation Fellowships**

Dr Melanie Eckersley-Maslin (Peter MacCallum Cancer Centre and Research Fellow in the Faculty of Medicine, Dentistry and Health Sciences)

Dr Shom Goel (Faculty of Medicine, Dentistry and Health Sciences)

## UNIVERSITY OF MELBOURNE AWARDS

### **The Chancellor's Prize for Excellence in the PhD Thesis** *Humanities, Creative Arts and Social Sciences*

Louise Ann Box

Robert Ellis Walton

### *Indigenous Award*

Ngardarb Francine Riches

### *Medicine, Dentistry and Health Sciences*

Shalini Ambika Amukotuwa

Jonathan Kaufman

### *Science and Engineering*

Emily Jane Roycroft

Nikita Alexeyevich Shepelin

### **GEM Scott Teaching Fellowship**

Dr Antonette Mendoza (Engineering and Information Technology) and Dr Sonya Moore (Medicine, Dentistry and Health Sciences)

### **Marles Medal in Science, Technology, Engineering, Mathematics and Medicine**

Professor Jane Pirkis (Medicine, Dentistry and Health Sciences)

### **Marles Medal in Humanities and Social Sciences**

Professor Robyn Sloggett (Arts)

### **Melbourne Laureate Professor appointments**

Professor Anne Orford (Melbourne Law School)

Professor Kate Smith-Miles (Science)

### **Redmond Barry Distinguished Professors**

Professor Deirdre Coleman (Arts)

Professor Aleks Owczarek (Science)

Professor Kari Vilonen (Science)

Professor Andrew Western (Engineering and Information Technology)

### **Universitas 21 Scholarship for Professional Staff**

Dr Mark Gregory (Chancellery Research and Enterprise)

### **Universitas 21 Fellowship for Academic Staff**

Dr Elisa Bone (Melbourne Graduate School of Education)

### **Woodward Medal in Humanities and Social Sciences**

Professor Andrew Walter (Arts)

### **Woodward Medal in Science and Technology**

Dr Alexander Wood (Science)

## MAJOR APPOINTMENTS

Professor Hilary Charlesworth was elected to the International Court of Justice, taking up her role in The Hague in November 2021. She is the first Australian woman and only the fifth woman elected to the United Nations body. (See also page 65)



## MELBOURNE EXCELLENCE AWARDS

### ENGAGEMENT EXCELLENCE AWARDS

#### **Award for Excellence in Engagement**

Associate Professor Larissa McLean Davies  
(Melbourne Graduate School of Education)

Indigenous Eye Health Unit: Professor Hugh Taylor,  
Associate Professor Mitchell Anjou, Walter Bathern,  
Jordan Bryan, Rachael Ferguson, Dr Guy Gillor, Fiona Lange,  
Lesley Martin, Dr Tessa Saunders, Nick Schubert,  
Emma Stanford, Shaun Tatipata, Nick Wilson, Carol Wynne  
(Medicine, Dentistry and Health Sciences)

University of Melbourne Epidemiologic Modelling Team: Professor  
Jodie McVernon, Professor James McCaw, Associate Professor Nic  
Gard, Dr Rob Moss, Dr Freya Shearer, Dr David Price, Dr Patricia  
Campbell, Dr Eamon Conway, Dr Christopher Baker, Dr Cameron  
Zachreson, Dr James Walker, Nefel Tellioglu, Associate Professor  
Nick Golding, Dr Rebecca Chisholm (Faculties of Engineering and  
Information Technology; Medicine, Dentistry and Health Sciences;  
Science; Walter and Eliza Hall Institute of Medical Research)

### PROFESSIONAL EXCELLENCE AWARDS

#### **Award for Professional Excellence and Innovation**

Australian Postgraduate Research Intern Team: Glen Sheldon,  
Alexandria Mullany, Darla Trejo, Dr David Beecham, Jo Piltz,  
Justin Mabbutt, Lisa Farrar, Margo Brown, Mark Ovens, Michael  
Valentine, Zak Blayney (Australian Mathematical Sciences  
Institute, Faculty of Science)

Microbiological Diagnostic Unit (MDU) Genomics Team. Team  
Leaders: Professor Benjamin Howden, Dr Norelle Sherry,  
Associate Professor Torsten Seemann, Dr Susan Ballard,  
Courtney Lane, Tuyet Hoang, Dr Patiyan Andersson, Dr Michelle  
Sait, Mathilda Wilmot, Dr Kristy Horan. Team Members: Sandra  
Johnson, Dr Anne Watt, Dianne Beck, Christina Crachi, Nicole  
Orlando, Jessica Barnden, Samantha Tawil, Karolina Mercoulia,  
Wendy Larrad, Joshua Peng, Raquel Bisogno, Angela Todd, Jafar  
Jabbari, Steven Edwards, Phoebe Webster, Hasini Walpola, Mark  
Enriquez, May Chai, Miriam Dias Santilhano, Catherine Flower,  
Madeline Russell, Nicole Isles, Olivia Lay, Rory Macallister,  
Sigrid Lange, Sara Zufan, Yen Tran, Mark Bek, Simon Gleeson  
(Medicine, Dentistry and Health Sciences)

#### **Bronwyn Jane Adams Memorial Award**

Steven Damen (Science)

Sarah Marcola (Medicine, Dentistry and Health Sciences)

#### **Gerry Barretto Awards for Outstanding Student Services**

Maria Lodola-Price, Christopher Lambert (Architecture,  
Building and Planning)

Student and Scholarly Services Team, led by COVID-19  
Student Response Group

### RESEARCH EXCELLENCE AWARDS

#### **Award for Excellence in Industry-Engaged Research**

Professor Richard Sandberg (Engineering and  
Information Technology)

#### **Award for Outstanding Graduate Researcher Supervision**

Professor Meredith Temple-Smith (Medicine, Dentistry  
and Health Sciences)

### STRATEGIC PRIORITY AWARDS

#### **Award for Excellence in a Priority Area**

Professor Jan de Gier (Science)

Dr Kelley Graydon, Christopher James Waterworth  
(Medicine, Dentistry and Health Sciences)

Victorian Indigenous Engineering Winter School (VIEWS)  
Team: Hope Perkins, Professor Elaine Wong, Associate  
Professor Juliana Kaya Prpic, Michelle Bellino, Ross Peek  
(Engineering and Information Technology)

#### **Cornelius Regan Trust Award**

Mariam Hachem (Medicine, Dentistry and Health Sciences)

#### **Patricia Grimshaw Award for Mentor Excellence**

Professor Natalie King (Fine Arts and Music)

### TEACHING EXCELLENCE AWARDS

#### **Award for Excellence and Innovation in Indigenous Higher Education**

Master of Narrative Therapy and Community Work Team:  
Aunty Barbara Wingard, David Denborough, Tileah Drahm-  
Butler, David Rose, Cheryl White, Ian Maund, Cat Smith and  
Manja Visschedijk. Current Indigenous participants in Master  
of Narrative Therapy and Community Work: Danita Martin,  
Debra Bowman, Janneen Wanganeen, Joseph Oui,  
Katie Christensen, Patricia Kemp, Tjunkaya Ken, Kylie Ellis,  
Noel Rasleigh, Louisa Bonner, Shannon Turner,  
Leanne Lvinge, Kimberley Harrison (Medicine, Dentistry  
and Health Sciences, Department of Social Work and  
Dulwich Centre)

#### **Barbara Falk Award for Teaching Excellence**

Associate Professor Paula O'Brien (Melbourne Law School)

#### **David White Award for Teaching Excellence**

Dr Clare Anstead (Veterinary and Agricultural Sciences)

#### **Edward Brown Award for Teaching Excellence**

Associate Professor Mei Dong (Business and Economics)

#### **Norman Curry Award for Innovation and Excellence in Educational Programs**

BioDesign Innovation Program Team: Professor David Grayden,  
Associate Professor Kwanghui Lim, Associate Professor  
Simon Wilkins (Engineering and Information Technology,  
Melbourne Business School)

# ACKNOWLEDGING THE UNIVERSITY'S GENEROUS COMMUNITY OF SUPPORTERS

Philanthropy provides significant benefits to the University of Melbourne community and wider society, positively impacting the lives of thousands of students, researchers, staff and alumni. The University acknowledges and thanks its community of supporters who generously contributed more than \$100 million to the *Believe Campaign* in 2021 alone. Received from donors in 32 countries, these contributions provided enhanced support for students during the second year of the pandemic, as well as enabling critical progress on teaching and research initiatives across the University.

After launching publicly in 2013, *Believe – the Campaign for the University of Melbourne* officially concluded on 31 December 2021, having exceeded its dual goals of raising \$1 billion in philanthropic support and engaging 100,000 alumni in the life of the University.

Thanks to 73,987 individual gifts from more than 29,000 donors to the University, its colleges and affiliates, this immense fundraising effort enabled the University to invest in a remarkable number of major teaching, research and public benefit initiatives over the past 14 years.

The *Believe Campaign* is more than a philanthropic initiative. It is an extraordinary effort by a global community of donors and volunteers who have contributed their time, expertise and financial support to make a true difference to students, life-saving research, shaping the future of Melbourne and supporting the next generation of leaders.

Gifts received through the Campaign have supported research and teaching programs, major infrastructure projects and academic appointments, including funding for 34 Professorial Chairs. Establishing 473 scholarships and award funds, the support provided by the Campaign will continue to deliver positive impact for generations to come.

## MAJOR GIFTS FROM THE PHILANTHROPIC COMMUNITY IN 2021

- Martin and Loreto Hosking donated \$10 million to establish the Contemplative Studies Centre, the University of Melbourne's entry into the research of mindfulness, meditation and contemplative practice. They also donated a further \$3 million to the Werribee Equine Centre.
- The Estate of Mary Lugton pledged \$5.01 million to support scholarship programs across multiple faculties, in addition to its significant bequest of \$8.5 million made in 2019.
- The McCall MacBain Foundation donated \$2.35 million to establish the Wattle Fellowship, the University's co-curricula program to foster student leadership on global sustainability through multidisciplinary approaches, transformative leadership and practical skills development.
- The Paul Ramsay Foundation committed \$5.7 million to evaluate the impact of two years of kindergarten on children's outcomes. This donation from Australia's largest philanthropic foundation will support a landmark evaluation of the state-wide roll-out of three-year-old kindergarten in Victoria. The project will be delivered over five years through a partnership with the University of Melbourne and the Front Project, working closely with the Victorian Department of Education and Training.

# ADVANCING MELBOURNE

In May 2020, the University launched and adopted *Advancing Melbourne*. The new strategy is guiding the University on its journey towards 2030, reflecting the University's commitment to benefiting society through the transformative impact of education and research.

*Advancing Melbourne* emphasises the University's vision to be a world-leading and globally connected Australian university with students at the heart of everything it does. Embracing five intersecting themes – Place, Community, Education, Discovery and Global – the success of the strategy will be demonstrated according to four key outcomes:

- Students will be offered a distinctive and outstanding education and experience, preparing them for success as leaders, change agents and global citizens.
- The University will be recognised locally and globally for leadership on matters of national and global importance, through outstanding research and scholarship and a commitment to collaboration.
- The University will be empowered by a sense of place and connections with communities. It will take opportunities to advance both the University and the City of Melbourne in close collaboration and synergy.
- A brilliant, diverse and vibrant University community will be built, with strong connections to those the University serves.

The 2021 Annual Report is structured around these five themes, with each chapter outlining examples of how the University is addressing and progressing its ambitions against *Advancing Melbourne* priorities.

More information about *Advancing Melbourne* can be found at: [about.unimelb.edu.au/strategy/advancing-melbourne](https://about.unimelb.edu.au/strategy/advancing-melbourne)

## UNDERSTANDING AND TRACKING PERFORMANCE

An ambitious strategy requires a sophisticated approach to understanding and measuring performance. The University of Melbourne is nearing the final stage of development of a new performance framework to capture and showcase the success of *Advancing Melbourne*. The framework will demonstrate positive impacts by 2030 through an approach that leverages both narrative case studies and quantitative data points. The framework will ensure a transparent demonstration of the University's progress against its strategic priorities for University staff, students, alumni and all stakeholders, and provide a basis for reporting against *Advancing Melbourne* from 2022 onwards.

In 2021, the University measured its performance against the sector and past trends using a number of key data points relating to student admissions, educational performance, research performance, diversity and global benchmarking. The latest results from these data points are provided throughout the report, as aligned with the relevant themes of *Advancing Melbourne*.

A summary table is provided on the following page to articulate progress against *Advancing Melbourne* priorities. This is an interim measure until the University's new performance framework is introduced in 2022.



# SUMMARY OF PROGRESS AGAINST ADVANCING MELBOURNE PRIORITIES

PRIORITIES		2021 PROGRESS
PLACE		
<p>Partner with governments and others in growing the knowledge economy, locally and globally</p> <p>Advance reconciliation and reciprocal learning with Indigenous peoples and communities</p> <p>Develop our precincts and campuses to contribute to social, economic and cultural wealth</p>	<p>Contributed to social, economic and cultural prosperity through place-based partnerships and precincts</p> <p><b>Delivered in 2021</b></p> <ul style="list-style-type: none"> <li>Signed Charter with City of Melbourne</li> <li>Progressed partnerships and work in Goulburn Valley, including: <ul style="list-style-type: none"> <li>Victorian Drought Resilience Hub and Norvic Foods research initiative</li> <li>Engagement and Learning Partner with Shepparton Art Museum</li> <li>Diploma of General Studies (extended) at Dookie Campus</li> <li>Dungala Kaiela Oration</li> <li>Continued collaboration with Academy of Sport and Health Education, Kaiela Institute and Munarra Centre for Regional Excellence</li> <li>Commenced comprehensive education strategy for region in partnership with GOTAFE and La Trobe University</li> </ul> </li> <li>Strengthened public and academic engagement with cultural assets and launched Science Gallery Melbourne as part of Melbourne Connect</li> </ul>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>&gt; 4500 students engaged with Cultural Commons museums and collections as part of the curriculum</li> <li>&gt; 7800 people engaged with Museums and Collections exhibitions</li> <li>84 Learning Experience and Outreach programs delivered, engaging 1876 students</li> </ul>
COMMUNITY		
<p>Cultivate a culture and environment that will be attractive to the best talent from around the world</p> <p>Strengthen diversity and inclusion in the University community, including within its leadership</p> <p>Strengthen opportunities for talented students from disadvantaged backgrounds</p> <p>Provide strong voices in public debate, consistent with our commitment to advancing knowledge, academic freedom and freedom of expression</p>	<p>Nurtured vibrant, diverse and inclusive community and provided research expertise on national and global issues</p> <p><b>Delivered in 2021</b></p> <ul style="list-style-type: none"> <li>Apologised and committed to full remediation of academic staff affected by casual underpayment</li> <li>Launched new Sexual Misconduct Prevention and Response Policy and established new Respect@Melbourne Committee to oversee comprehensive program of work</li> <li>Launched Diversity and Inclusion Strategy 2030</li> <li>Published Gender Affirmation Policy and established Senior Adviser (Gender Affirmation) role</li> <li>Launched mentoring program to support women academics applying for promotion</li> <li>Earned Australian Workplace Equality Index bronze accreditation</li> <li>Extended disability awareness training to all staff</li> <li>Undertook accessibility audit of all campus buildings</li> <li>Introduced new freedom of speech Discovery subject</li> <li>Informed government response to COVID-19 with modelling and evidence-based information</li> </ul>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>33% domestic undergraduate offers made through Access Melbourne</li> <li>139 Indigenous staff</li> <li>285 Indigenous graduate enrolments</li> <li>251 Indigenous undergraduate enrolments</li> <li>58 Indigenous PhD candidates</li> <li>&gt; 3700 alumni volunteered time and expertise</li> <li>&gt; 21,000 alumni engaged</li> <li>184,877 media mentions, reaching &gt; 1.8 billion people</li> <li>&gt; 3.3 million sessions on <i>Pursuit</i>, over half from international audiences</li> </ul>
EDUCATION		
<p>Educate outstanding graduates for Australia and the world, known for their capacity to lead in a time of rapid transformation</p> <p>Strengthen a distinctive curriculum that actively engages students in their learning, embedded in a research-rich context</p> <p>Innovate and lead in new ways of learning harnessing digital technologies and data analytics</p> <p>Intensify our commitment to an exceptional student experience that continues beyond graduation</p> <p>Maintain an enduring relationship with alumni, including opportunities for lifelong learning</p>	<p>Continued efforts to deliver outstanding education and student experience</p> <p><b>Delivered in 2021</b></p> <ul style="list-style-type: none"> <li>Expanded Access Melbourne program</li> <li>Extended Melbourne Graduate Scholarships program</li> <li>Introduced merit-based scholarships for high-achieving international students</li> <li>Launched Bachelor of Biomedicine Discovery subject</li> <li>Delivered five new generation Capstone subjects</li> <li>Enhanced online, blended and face-to-face teaching, including through Canvas learning management system</li> <li>Reaffirmed commitment to improving student experience as a priority</li> <li>Established new Study Hubs in China</li> <li>Expanded student wellbeing and counselling services</li> <li>Extended Student Life program</li> <li>Expanded Melbourne Microcerts program</li> </ul>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>37 large subject curriculum enhancements</li> <li>80 assessment reform projects</li> <li>&gt; 150 subjects converted to online delivery</li> <li>37% increase in Melbourne Peer Mentor program engaging &gt; 7500 undergraduate students</li> <li>&gt; 17,400 students engaged with Careers &amp; Employability with &gt; 42,000 interactions</li> <li>&gt; 1650 international students engaged with Melbourne Employability Accelerator program</li> </ul>
DISCOVERY		
<p>Attract the best researchers from around the world and nurture research careers</p> <p>Advance research success through targeted investment, enhanced cross-disciplinary partnerships and a renewed emphasis on translation</p> <p>Increase opportunities for students to engage with research culture and activity</p> <p>Support cross-disciplinarity, innovation and collaboration through the purposeful development of a network of precincts which bring together researchers and students with research partners</p>	<p>Played critical role in addressing social, physical and economic challenges</p> <p><b>Delivered in 2021</b></p> <ul style="list-style-type: none"> <li>Attracted significant ARC and NHMRC grants</li> <li>Established Researcher Development Unit</li> <li>Contributed to national and global pandemic response</li> <li>Launched Melbourne Climate Futures</li> <li>Launched multidisciplinary projects AREIA and Project Edge</li> <li>Signed AIID Principles Partnership Agreement</li> <li>Improved Indigenous eye health outcomes as part of the 10th Roadmap to Close the Gap for Vision</li> <li>Launched Neo-Bionica</li> <li>Launched Dilin Duwa Centre for Indigenous Business Leadership</li> <li>Debuted two research partnerships on the ASX</li> <li>Launched Melbourne Postdoctoral Fellowships</li> <li>Hosted <i>Visualise Your Thesis</i> international competition</li> <li>Opened Melbourne Connect</li> <li>Established biotech incubator in Melbourne Biomedical Precinct with CSL and WEHI</li> </ul>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>107 ARC grants: &gt;\$61 million</li> <li>12 ARC Future Fellowships</li> <li>25 Discovery Early Career Researcher Awards</li> <li>86 NHMRC grants: &gt; \$133 million</li> <li>729 graduate researcher completions</li> <li>17,409 research publications*</li> <li>\$637M total research income*</li> <li>\$265M Category 1 income*</li> <li>\$372M Category 2–4 income*</li> <li>110 intellectual property disclosures</li> </ul> <p><small>*Source: SciVal Scholarly Output</small></p> <p><small># Estimated from 2021 results. Confirmation from Higher Education Research Data Collection (HERDC) due June 2022.</small></p>
GLOBAL		
<p>Become a hub of knowledge and research for the Asia Pacific region</p> <p>Lead on global challenges where we can make a significant contribution to the world, and develop centres of excellence that are global in reach, ambition and impact</p> <p>Strengthen relationships with a global community of scholars, partners and alumni, and ensure that curriculum is informed by a global range of perspectives</p>	<p>Advanced strategic global partnerships, research collaborations and student exchanges</p> <p><b>Delivered in 2021</b></p> <ul style="list-style-type: none"> <li>Contributed to coursework programs with University of Nottingham Ningbo China (UNNC)</li> <li>Expanded student mobility programs to University of Auckland and University of Otago</li> <li>Established seed grants to advance engagement in China, India and Indonesia</li> <li>Appointed new directors to Australia-India Institute and Asialink</li> <li>Led establishment of Indigenous Knowledge Network in Association of Pacific Rim Universities</li> <li>Established partnership with Fiji National University to evaluate UNICEF's Pacific Health and Nutrition program</li> <li>Engaged in Sustainable Cities joint dialogue with Chinese Academy of Social Sciences</li> <li>Supported interdisciplinary research with Japan</li> <li>Signed joint PhD agreements with major Indian research institutions</li> <li>Formalised global research trilateral alliance with University of Toronto and University of Manchester</li> <li>Signed new agreement with Berlin University Alliance</li> </ul>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>#33 in Times Higher Education Global Rankings</li> <li>#33 in Academic Ranking of World Universities</li> </ul>

# PLACE

*The University of Melbourne embraces its place in Australia and the world, partnering in the future of Melbourne as a thriving and sustainable global city.*

Great universities have a strong presence in the world, beginning with their place of foundation. The University's history of service to the people of Melbourne, Victoria and Australia has shaped the University's past and present, and will influence its future.

The University's commitment to place starts with recognition of and relationship to the Traditional Owners of the lands on which its community works and learns. The University is committed to the recognition, curation and activation, within the Academy, of Indigenous knowledges, and deepening engagement and reciprocal learning with Indigenous communities through partnerships in Melbourne, the Goulburn Valley, North East Arnhem Land and throughout Australia.

It also recognises the significance of the University's relationships to and within the City of Melbourne, a globally connected knowledge hub in an increasingly networked region. Working in partnership with the City and the other communities it serves, the University aims to attract the most brilliant minds, wherever they may be found, to tackle problems of local and global significance.





Connecting people, place and possibilities, Melbourne Connect brings together the creativity, cross-disciplinary expertise and talent of the University of Melbourne research community and its diverse partners to help drive innovation. *Image: Peter Casamento*





In 2021, the University of Melbourne embraced its place locally, nationally and globally, making important progress in advancing recognition of Indigenous knowledge, histories and truth. Throughout 2021 the University also continued to contribute to social, economic and cultural prosperity through its place-based partnerships and development of new and future precincts and campuses across Victoria.

Central to the University of Melbourne's commitment to place is its relationship to the Traditional Owners of the lands upon which its campuses are located. Acting on its obligation to recognise the history of its sites, in 2021 the University continued work on the *Indigenous History of the University of Melbourne* project to articulate the contested histories of the University and its relationship with Indigenous Australia. The project is due to be published in book form in 2022 and will situate the University as an institution where Indigenous history is acknowledged, and Indigenous and colonial heritage is embedded across research, teaching and learning.

The University will also act on this commitment to truth telling through the Victorian Government's Yoorrok Justice Commission.

In 2021 the University advanced its commitment to foster purposeful and meaningful partnerships that contribute to shared social, economic and cultural outcomes through development of its precincts and campuses, and the deepening of its long-standing partnerships in Melbourne, North East Arnhem Land and the Goulburn Valley.



Aboriginal and Torres Strait Islander peoples and knowledge systems are celebrated at University of Melbourne campuses during events of significance each year. Image: Paul Burston



At the signing of the Melbourne Partnerships Charter at Melbourne Connect (left to right) University of Melbourne Vice-Chancellor Professor Duncan Maskell, City of Melbourne CEO Justin Hanney, University of Melbourne Vice-President (Strategy and Culture) Dr Julie Wells and City of Melbourne Deputy CEO Alison Leighton. *Image: Peter Casamento*

## Strengthening ties with the City of Melbourne

The University of Melbourne formalised its long-standing relationship with the City of Melbourne in 2021 with the signing of the Melbourne Partnerships Charter in December.

At two Melbourne Partnership Forums this year, the University and City of Melbourne worked together and with other partners and stakeholders, to develop a cohesive vision for the partnership and identify opportunities to align and deliver outcomes for the City. The partnership is built around principles of listening, meaningful collaboration and two-way learning.

The partnership projects are focused on four themes, aligned with the City's strategy: Aboriginal Melbourne, Melbourne's unique place and identity, climate and biodiversity emergency, and economy of the future.

Projects underway include Power Melbourne, the City of Melbourne's ambitious battery storage and renewable electricity project set to deliver cheaper power for small businesses and residents while reducing emissions and contributing to a more sustainable future, and the City's initiative to create a First Nations Precinct in central Melbourne to celebrate Aboriginal culture and community, with truth telling and reconciliation at its core.

The University and City of Melbourne are also working together in the Carlton Collaboration partnership with the Carlton Community Network, with the three organisations signing an MoU this year. The partnership has delivered great outcomes for the local community, including donating repurposed computers and equipment to the Carlton Housing Estate, and will continue to progress local initiatives including providing ongoing support to improve digital literacy.



In Melbourne, on Wurundjeri Country and home to the Parkville campus, the University opened its newest innovation precinct, Melbourne Connect. The University worked closely with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to recognise and embed the important Aboriginal history of this place especially expressed through the laneways named in Woi Wurrung language that join up in the oculus area – *Womin-Dejerring* – meaning coming together. The opening celebrations provided opportunities to recognise the site's importance to Indigenous culture and heritage, as well as its historical significance as the former Royal Women's Hospital. Melbourne Connect offers a collaborative place for the University community and its partners, and was a hub for public engagement in 2021, hosting festivals such as Melbourne Knowledge Week, the Digital Innovation Festival and Open House Melbourne. (See also pages 27, 28, 30, 66–67, 104)

The University's Cultural Commons (see also pages 31–32) provides access to the extensive collections of its museums, galleries and theatres, and exemplifies the University's efforts to engage with the community in unique ways. Throughout the year, the University's galleries and museums were closed for several periods due to the pandemic, however the team continued to engage with audiences virtually, and in November celebrated the official opening of Science Gallery Melbourne by Her Excellency the Honourable Linda Dessau AC, Governor of Victoria. Also in November *Emu Sky*, curated by Barkandji woman Zena Cumpston, opened at Old Quad on Parkville campus, illuminating Aboriginal voices and perspectives. The exhibition will run until 30 July 2022.

In 2021, the University progressed plans for its engineering and design innovation campus at Fishermans Bend. Important milestones were achieved including receipt of Victorian Government approval for a planning amendment and confirmation of site heritage requirements. Remediation work continued during the year in preparing the site for construction. The University also settled purchase for the 7.2 hectare site, with the first stage of development – the new Engineering and Design Innovation Hub – progressing from concept to schematic design. Supporting the University's position as a regional leader in engineering, climate futures, advanced manufacturing and design, the project will be delivered with a phased opening from 2025.

Critical to the University's ambitions to deliver positive outcomes for the community is its enduring relationship with the City of Melbourne. This partnership was formalised in 2021 with the signing of the Melbourne Partnerships Charter, a commitment to ongoing collaboration between the University and the City for the benefit of all Melburnians.

The University fostered this same spirit of collaboration in its other placed-based partnerships and, despite ongoing disrupted travel due to the pandemic, strengthened its connection to community in North East Arnhem Land. In association with the Yothu Yindi Foundation, work progressed on the Garma Institute Plan, partnering with Barker College and Studio Schools Australia on this long-term commitment to realising Yolngu-led and co-designed education in the region.



Every year the Faculty of Fine Arts and Music acknowledges National Reconciliation Week with Lighting the Wilin, a formal smoking ceremony by Boon Wurrung Elders. In 2021 N'arweet Dr Carolyn Briggs was joined by Bachelor of Fine Arts (Dance) students Gamilaroi woman Amelia O'Leary (left) and Dunghutti-Gomeri and Wiradjuri woman Zoe Brown (right). Image: Gregory Lorenzutti



For the 2021 Narrm Oration, Professor Papaarangi Reid from the University of Auckland held the audience spellbound as she delivered her oration on the theme of Navigating Indigenous Futures. This included (left to right) University of Melbourne's Associate Professor Misty Jenkins, Associate Professor Michael Shawn-Fletcher and Professor Kirsty Gover. *Image: Peter Casamento*

## *Illuminating Indigenous perspectives*

Each year, the University of Melbourne presents two key signature Indigenous events – the Dungala Kaiela Oration and the Narrm Oration. Due to COVID-19 both orations were presented online in 2021, again significantly increasing engagement and pointing to the benefits of hybrid presentations for future orations.

The Dungala Kaiela Oration is hosted jointly with the Kaiela Institute in Shepparton and celebrates the cultural identity of the people of the greater Goulburn Murray region, builds bridges to promote Aboriginal social and economic development, and exemplifies what makes the Yorta Yorta of the river country so strong, proud and resilient.

In 2021, the Dungala Kaiela orator was Josephine Sukkar AM, Chair of the Australian Sports Commission, co-founder and principal of construction company Buildcorp, president of Australian Women's Rugby.

Ms Sukkar's oration emphasised the potential within the infrastructure of sport to harness and channel the passion of the Australian people.

She highlighted the willingness and ability within sporting infrastructure to tackle the insidious issue of institutional racism and to be a critical cornerstone in creating a healthy, vibrant nation we can all be proud to contribute to, and one in which we can all be winners.

Gillon McLachlan, Chief Executive Officer of the Australian Football League delivered the response to the oration.

The annual Narrm Oration profiles leading Indigenous peoples from across the world to enrich ideas about possible futures for Indigenous Australia. Following an inspiring oration by Professor Papaarangi Reid from the University of Auckland on the theme of 'Navigating Indigenous Futures', the Poche Centre for Indigenous Health celebrated its Advancing Indigenous program with a formal dinner at Melbourne Connect. The event brought together the University's largest cohort of Indigenous doctoral graduates with Indigenous Elders and scholars to recognise and celebrate their success. Dr Raelene Nixon and Dr Sharon Atkinson-Briggs reflected on their PhD journeys in dinner presentations.

Although the University's Master of Teaching students were unable to complete practicum placements in the region due to border closures in 2021, the Melbourne Graduate School of Education supported an Indigenous-led project during the year to create culturally appropriate resources for visitors to the community. Produced in collaboration with senior Yolngu educators, and delivered in language, these videos support students and other visitors to competently enter and collaborate with the community. The project is built on long-standing relationships in North East Arnhem Land and Yuendumu with the Yambirrpa schools and Northern Territory Government.

The Goulburn Valley, on Yorta Yorta Country, is home to the University's Dookie campus, the Department of Rural Health, Equine Hospital and the Academy of Sport, Health and Education (ASHE). Over 1000 students engaged in agricultural and rural health courses and projects at Dookie and Shepparton campuses, spending time in and connecting with the Goulburn Valley community. Three Aboriginal and Torres Strait Islander women based in Shepparton were awarded their PhDs. Two are Dungala Kaiela Research Fellows at the University of Melbourne's Poche Centre for Indigenous Health.

In July the University launched the Diploma in General Studies (Extended) to support ASHE students to advance to higher education. Kokatha/Wirangu man Chris Warrior commenced as the new Programs and Pathways Officer supported by the Faculty of Veterinary and Agricultural Sciences. In this role, Mr Warrior will work with ASHE to provide mentoring and forge effective pathways to higher learning, ensuring the University's Dookie campus is a culturally safe space for community to enjoy, study and work.

The University launched two major joint research initiatives in the Goulburn Valley in 2021, including NorVicFoods, supported by \$2.7 million from the Victorian Government's Higher Education State Investment Fund, and the Victorian Drought Resilience Adoption and Innovation Hub, one of eight drought resilience research hubs supported by the Federal Government's Future Drought Fund.

Together with La Trobe University and GOTAFE, the University commenced work on a regional education strategy to deliver joint research, and establish pathways and courses to support the Goulburn Valley's priorities for education success. The Melbourne Graduate School of Education is collaborating with La Trobe University and the Victorian Government on the new Greater Shepparton Teaching Academy of Professional Practice to attract and retain teachers in the region and provide local VCE students with support from mentors, including those drawn from the University of Melbourne alumni community.

Through its long-standing partnerships with Rumbalara Football Netball Club, Kaiela Institute and Munarra Limited, the University demonstrated an ongoing commitment to education and support for Indigenous priorities and outcomes in the region. In 2021, planning progressed for development of the Munarra Centre for Regional Excellence (MCRE) in Shepparton, and Munarra Ltd was established to oversee operations of MCRE, with University of Melbourne representatives appointed to its inaugural board.

This commitment was exemplified by the University's role as Engagement and Learning Partner of the new Shepparton Art Museum, with students and staff actively involved in museum programs.

## TRACKING PERFORMANCE

**More than 4500** students engaged with Cultural Commons museums and collections through classes in their subjects – some virtual – across disciplines including Architecture, Building and Planning, Arts, Education, Engineering and IT, Fine Arts and Music, Law, Medicine, Dentistry and Health Sciences, and Science.

**More than 7800** people engaged with Museums and Collections exhibitions across all venues.

**84** Learning Experience and Outreach programs were delivered, engaging **1876** students.



# Sharing the love of culture through the eyes of students

As custodians of a unique and diverse collection of historic and contemporary art and objects, the University of Melbourne not only encourages students to engage with its Cultural Commons as part of their studies, but invites them to share their knowledge and love with the wider community.

The University of Melbourne's Cultural Commons comprises over 40 individual collections and more than 15 galleries, archives, museums and theatres. They cover an awe-inspiring range of rare books and manuscripts, paintings, sculptures, photographs, medical and dental implements, scientific apparatus, musical instruments, mineral, plant and animal specimens, and ethnographic and archaeological artefacts.

The University has always encouraged the use of its Cultural Commons by students, staff and the wider community – whether for research, teaching and learning, or engagement. In 2021, the University again offered internships employing students and graduates to work on exhibitions and deliver programs as mediators and facilitators. In the process, the internships continued to create pathways for engagement and employment, and opportunities for lifelong learning.

After coming to the University from Dubai, Kenen Machado graduated with a Bachelor of Design in 2020, and in 2021 took up two of the internships offered to Melbourne students and graduates. He is now working as a mediator and learning experience facilitator at Science Gallery Melbourne.

“The roles appealed to my strong desire to contribute to and represent the University of Melbourne’s aspirational goals for its Cultural Commons and its respectful and compassionate culture,” said Kenen.

“And they provided a great opportunity for me to interact more directly with young people in the Victorian school system who visited the Science Gallery from various academic, cultural, and socio-economic backgrounds.”

The roles are also offered at other Cultural Commons exhibitions and venues, including *Emu Sky* which opened at the Old Quad in November, and at the Ian Potter Museum where internships are offered to University of Melbourne students undertaking a Master of Curatorship, Arts Management and Conservation.

Kenen has always been open to working in design-related fields, with a particular leaning towards education, outreach, arts, and culture.

“There’s a lot of opportunity that comes with exploring different avenues,” said Kenen. “As an international student here in Melbourne, conscientious and responsible representation has always been incredibly important to me.

“The arts and cultural space here in Melbourne shares these values, so I had a yearning to get involved in any way that I could.”

Kenen believes that being given the opportunity to engage so closely with the University’s collections has made his experience at the University richer and more memorable.

“University is all about making lasting connections and being exposed to more than just what you are comfortable with, and I can definitely say I have gained that insight and experience from my role with Science Gallery.”

Vice-Chancellor Professor Duncan Maskell describes Cultural Commons as an inspired, visionary way of bringing to life the unique artistic, archival and cultural wealth inherited by the University from generations of donors, philanthropists and alumni.

“It integrates and embeds more deeply our cultural treasures in the research and learning that takes place across the disciplines,” said Professor Maskell.

“And provides invaluable opportunities for our students and graduates to further develop the creative and problem-solving skills they need for the 21st century.”



### *Kenen Machado*

Recent Bachelor of Design graduate  
Kenen Machado came to the University from Dubai,  
and is now working as an intern at Science Gallery  
Melbourne to deliver exhibitions and programs.

*Image: Peter Casamento*



# COMMUNITY

*The University of Melbourne aspires to be a vibrant, diverse and inclusive community, and a destination of choice for talented students and staff.*

The University community is both local and global, comprising a diverse scholarly community and a strong global network of alumni and partners. Diversity and inclusiveness are attributes that enrich the University's broad community.

The University is, and must always be, a place where knowledge is valued and shared, where truth and ideas can be discussed and debated freely and rigorously, and where innovation flourishes.

At the same time it must be a place where the rights of staff and students are respected and celebrated, and where everyone can participate in University life, free from discrimination or vilification.





The University of Melbourne's medical students studying within the Department of Rural Health benefit from placements at the Shepparton Medical Centre and, in the process, bring significant benefits to their patients. *Image: Adrian Vittorio*





In 2021, the University of Melbourne continued to nurture a vibrant, diverse and inclusive community, reaffirming its commitment to respect and fairness, and taking significant steps to address issues including sexual misconduct. Academic freedom and freedom of expression remain at the core of the University community and, in 2021, the University continued to provide leadership and expertise in matters of national and global importance through its contribution to informed debate on important public issues.

The COVID-19 pandemic continued to present challenges for students and staff in 2021 and the University implemented a range of measures to assist and support its community.

Staff demonstrated an exceptional dedication to their work and the University, maintaining connections with students, adapting to online learning and teaching, continuing research, and acting quickly to respond to changing public health requirements. In September the University provided continuing and fixed-term staff with five 'recharge days' in addition to existing leave entitlements. Staff, including casual employees rostered to work, were given an extra day off with pay (24 December). Both initiatives recognised the resilience and commitment of staff throughout the uncertainty caused by the pandemic, supporting them with additional time away from work to refresh and recharge. The University provided staff with a range of other wellbeing supports such as the ongoing Employee Assistance Program, the University's confidential personal and professional development resource available for all staff and their immediate family members.

Staff were encouraged to use existing flexible work arrangements to get vaccinated during business hours if required. The University also provided casual staff with a COVID-19 special payment equivalent for rostered hours scheduled the day after receiving a COVID-19 vaccine if they experienced an adverse reaction.

The University recognised the particular challenges experienced by students, both locally and globally, and extended a number of measures introduced in 2020 to support students and graduate researchers, including its range of online health and wellbeing services. The University also introduced a new counselling service for students outside of Australia, available in English and local languages in 80 countries. (See also pages 10, 46–47)



As the COVID-19 pandemic continued into its second year, University of Melbourne researchers including Professor and Director of Doherty Epidemiology Jodie McVernon (pictured), were vital in providing evidence-based information to answer community concerns and address vaccine hesitancy. Image: Peter Casamento



Outside of its pandemic response, the University continued to address important issues within its own community. In 2021 the University established the new Respect at Melbourne Committee, to lead a major program of work to eliminate sexual misconduct within the University community and to improve support for victim-survivors.

The new Sexual Misconduct Prevention and Response Policy, launched as part of the Respect program in 2021, champions a 'trauma-informed' approach. The policy outlines relevant processes for raising and addressing concerns and complaints, details support available, and encourages bystander intervention. In 2021 the University rolled out a new leadership development program to equip University leaders to take active roles in eliminating sexual misconduct and creating a safe and respectful work environment. (See also pages 36–37, 40, 89)

Addressing another important matter, in September the Vice-Chancellor apologised to academic staff for work practices that resulted in a number of casual employees being underpaid for work they performed. The Vice-Chancellor committed to full remediation of staff affected and the University has directly contacted past and current casual employees identified as being potentially affected by the issues. The University also established a dedicated contact line to receive and address underpayment claims. These matters have the highest level of attention within the University, with a dedicated executive team overseeing identification and implementation of a range of corrective actions to strengthen compliant work practices across the University.

In 2022, the University will review its approach to workforce planning to reduce reliance on casual employment, recognising that workforce structures which rely heavily on casual employment are neither desirable nor sustainable.

Diversity and inclusion enriches every community and is especially vital in a university. The University's *Diversity and Inclusion Strategy 2030*, launched in 2021, cements the University's commitment to creating an environment where everyone is valued and respected, has equal access to opportunities, and is supported to fulfil their talents and potential.

A Progress and Impact Framework has been developed as a critical companion to the Diversity and Inclusion Strategy. This contributes to the strategy's first goal – to build trust through actions that improve accountability and transparency.

This framework will enable the University to demonstrate leadership in diversity and inclusion and track progress toward the outcomes that are set out in the Diversity and Inclusion Strategy. This complements the Advancing Melbourne Performance Framework which includes a range of performance measures related to staff and student diversity, such as the percentage of staff who self-identify as male, female and gender diverse in senior leadership roles, and the percentage of students in terms of gender, Indigenous, non-English speaking, indicated disability, low SES, regional and remote; in addition to access and completion in the University's diverse undergraduate and postgraduate student groups for Indigenous, low SES, regional and remote, and students with disability.

Attracting talented students from diverse backgrounds is an important part of the University's commitment to diversity and inclusion, and in 2021 the University continued to improve opportunities for students currently underrepresented in higher education to study at the University of Melbourne.

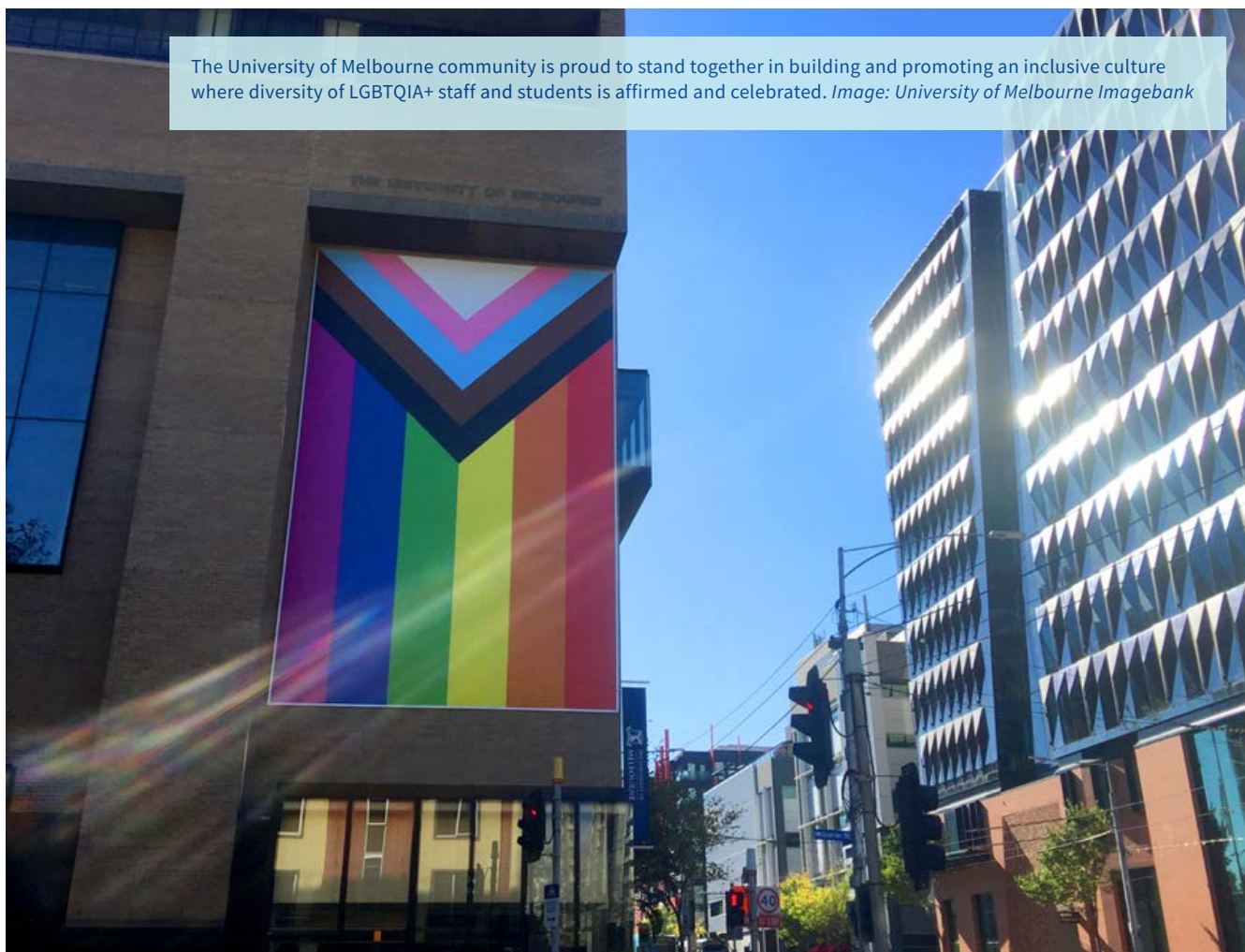
Access Melbourne is the University's special entry and scholarship scheme for domestic students from a range of social and economic backgrounds, taking personal circumstances into consideration. In 2021, 33 per cent of the University's VTAC offers to domestic undergraduate students in the January round were made to applicants eligible for Access Melbourne entry. In 2022 the University will expand Access Melbourne selection criteria and look beyond the ATAR to support more talented students from diverse backgrounds to study at Melbourne. (See also page 41, 46–47)

In 2021 the University of Melbourne earned bronze accreditation in its first submission to the Australian Workplace Equality Index, which recognises support for members of the LGBTIQ+ community. The University published its *Gender Affirmation Policy* during the year, detailing the University's support for staff and students in affirming their gender identity and building a culture that is safe, inclusive and respectful for all. The University also established a Senior Adviser (Gender Affirmation) role to provide individualised support to people affirming their gender.

The University undertook important work to ensure full compliance with Victoria's *Gender Equality Act 2020*, which came into effect in March 2021. The workplace gender audit and staff survey conducted in June provided important insights to inform development of the University's first gender equality action plan. The plan requires that gender impact assessments be conducted to support policy development and planning for all major projects and initiatives.

In 2020, the University of Melbourne received a SAGE Athena SWAN Bronze Award for its commitment to advancing gender equity and promoting greater inclusion in Science, Technology, Engineering, Mathematics and Medicine (STEMM) disciplines. As part of the implementation of its Athena SWAN Action plan, in 2021 the University launched a mentoring program to support women academics applying for promotion to senior academic levels D and E (the levels of the academic workforce where women are typically underrepresented).

Other strategic priorities include support for people studying and working with disability. As a further action to advance fairness and inclusion for all within the University community, and in response to needs identified through consultation, the University made disability awareness training available for all staff in 2021, and commenced development of a Disability Inclusion Action Plan (for implementation in 2022).



The University of Melbourne community is proud to stand together in building and promoting an inclusive culture where diversity of LGBTQIA+ staff and students is affirmed and celebrated. *Image: University of Melbourne Imagebank*

To ensure that its campuses are physically accessible to all, the University undertook an accessibility audit of all campus buildings, and began a program of work to address issues identified in the audit.

In 2021 the University's alumni network, made up of more than 450,000 alumni living and working in more than 170 countries, continued to play a vital role in the life and vibrancy of the University community, participating in alumni engagement activities and mentor programs, as well as making generous donations in support of University ambitions.

The University engaged more than 21,000 alumni throughout the year, primarily through participation in a wide range of events including public lectures, outreach, career-related events, networking and social activities, and lifelong learning programs.

Demonstrating its contribution to discourse on major societal challenges, the University's engagement program continued to connect the alumni community with experts through events such as the Climate Conversations series and the COVID-19 Vaccines – Your Questions Answered public lecture.

More than 3700 alumni volunteered their time to support the University in programs across all faculties. This included mentoring students, presenting as guest speakers, and participating in alumni associations and networks.

Mentoring continued to generate the highest levels of volunteer engagement, with 3223 mentees connecting with 2847 alumni mentors for career support.

The University is committed to ensuring that academic freedom and freedom of expression is respected and celebrated. As part of this commitment, the University's first-year Discovery subjects include a module designed to equip all students with awareness of the rights and obligations associated with freedom of speech in the classroom and within the University community. (See also page 48)





The University of Melbourne is committed to eliminating sexual misconduct and improving support to victim-survivors. In a second year of restricted access to campus, the University concentrated efforts on developing its Sexual Misconduct Prevention and Response Policy, making clear that sexual misconduct and sexual harassment has no place at the University. *Image: supplied*

## *Working to eliminate sexual misconduct*

The University of Melbourne is committed to eliminating sexual misconduct in all its forms, and to strengthening a trauma-informed, victim-centred approach to the management of incidents as they arise. Giving effect to this commitment has been the focus of a major program of work commenced in 2021, which will continue to receive high priority in 2022.

This included development of the new Sexual Misconduct Prevention and Response Policy, applying to the whole University community and enshrining principles which inform the University's approach to these matters. The policy also consolidates advice for staff and students, and clarifies and strengthens incident reporting and management processes.

The University also improved complaint processes to provide greater agency and support for victims of sexual misconduct and to ensure fair, efficient and consistent investigation and decision making. Further, the University increased capability and capacity across the Safer Community Program and Human Resources teams to support these changes. It has also committed to transparent reporting to its community, which will commence in 2022.

Changes of this nature require the full commitment of leadership. The University rolled out a leadership development program in a one-and-a-half day workshop to all of its senior leaders in 2021. This will be adapted for delivery to all staff in 2022. A total of 475 staff – including University Executive, senior leaders and members of the Professoriate – completed this program. An email campaign to staff and students was also delivered, encouraging and empowering bystanders to take action if they witness any form of sexual harassment. The University will continue to prioritise work on this issue through its primary prevention framework. This is an evidence-based, best practice approach to preventing, intervening early, and mapping interventions delivered at an individual, group, and whole-of-institution level.

The University's overarching and ongoing approach to elimination of sexual misconduct, harassment and assault is led by the new Respect at Melbourne Committee chaired by the Provost, Professor Nicola Phillips. This committee builds on the work of the Respect Taskforce, which developed the University's first Respect Action Plan in 2017 and includes membership from across the University community.



The University takes seriously its responsibility to sponsor and support public debate and share knowledge and expertise for the public good. In 2021, University of Melbourne researchers played a leading role contributing to public debate by communicating research expertise and key insights through public events, media appearances and engaging with stakeholders across government, industry and the community.

On *Pursuit*, the University's online digest of research and commentary by leading University of Melbourne experts, readership totalled more than 3.3 million sessions, with over half coming from international audiences.

Across all media in 2021, the University received 184,877 media mentions with the potential to reach over 1.8 billion people. The University of Melbourne Newsroom website registered over 91,000 page views alone.

Through this public engagement, University researchers led the charge in responding to the pandemic and in addressing its multiple challenges.

In work led by Professor Anthony Scott, the Melbourne Institute tracked COVID-19 vaccine hesitancy across Australia using *Taking the Pulse of the Nation* data to gauge the effect of the Victorian outbreak on vaccination willingness and to explore ways to increase vaccine uptake. (See also page 15)

The Federal Government commissioned the Peter Doherty Institute for Infection and Immunity to advise on Australia's National COVID-19 Response. Led by the Doherty Institute's Director of Epidemiology Professor Jodie McVernon and mathematical biologist Professor James McCaw, a consortium from 12 Australian institutes and universities provided modelling to inform the *National Plan to transition Australia's National COVID-19 Response*, and to support implementation of the plan. (See also page 13)

University researchers provided important insights for governments considering education policies for children returning to school following long periods of disrupted learning due to bushfires and pandemic restrictions. In November, University of Melbourne researchers hosted a roundtable with policymakers from State and Federal Governments to share expertise from decade-long studies into how communities and students recover from traumatic events such as natural disasters.

This engagement was led by disaster resilience expert Professor Lisa Gibbs from the Melbourne School of Population and Global Health, in collaboration with Jane Nursey from Phoenix Australia, the Faculty of Medicine, Dentistry and Health Sciences, and Emeritus Professor Helen Cahill and Professor Jim Watterston from the Melbourne Graduate School of Education. The roundtable addressed concerns many Australians were expressing about the effects of COVID-19 lockdowns and interruptions to schooling on the mental health of young people and recommended strategies for educators to support students' return to the classroom. Further engagement opportunities and meetings are scheduled for 2022.

The University also continued to make formal submissions to government in 2021 to inform policy making across a range of issues including higher education funding and policy settings, foreign interference, research commercialisation, critical infrastructure and cybersecurity.

Leveraging its government relationships and partnerships, the University advocated for the higher education sector and contributed to the recovery of the city, state and nation from the COVID-19 pandemic. Vice-Chancellor Professor Duncan Maskell chaired the Victorian Vice-Chancellor's Committee for a second year, was a Board member of the Group of Eight and Universities Australia, and represented the sector, alongside other industries impacted by the pandemic, as a member of the Victorian Government's Economic Restart and Recovery Steering Committee.

## TRACKING PERFORMANCE

**33%** of offers to domestic undergraduate students were made through Access Melbourne, the University's special entry and scholarship scheme.

**285** Indigenous graduate enrolments. **251** Indigenous undergraduate enrolments.

**139** Indigenous staff.

**3700** alumni volunteered their time and expertise to support the University.

# Helping build vaccine confidence and stopping the spread of misinformation

With the COVID-19 pandemic continuing throughout 2021 and with variants of the virus posing new challenges here and across the world, the University of Melbourne marshalled its expertise to combat vaccine hesitancy and help achieve the vaccination targets needed to keep communities safe and to avoid the need for further large-scale lockdowns. Introducing VaxFACTS.

As cases of COVID-19 continued to grow throughout 2021 and with Australians in the most populous states of Victoria and New South Wales enduring lengthy lockdowns, the need to reach vaccine targets was critical.

Wanting to make a meaningful contribution to address common questions and widely shared misinformation about COVID-19 vaccines, the University created the VaxFACTS website, drawing on its research and communications expertise to provide straightforward answers to frequently expressed community fears.

The VaxFACTS website features clear, easy-to-understand videos using an evidence-based approach to provide an independent trusted source of information for those unsure about receiving a vaccine.

The public face of VaxFACTS is world leader in vaccine uptake research, Associate Professor Margie Danchin, a consultant paediatrician at the Royal Children's Hospital and Clinician Scientist and Group Leader of Vaccine uptake at the Murdoch Children's Research Institute.

Associate Professor Danchin believes that providing clear and transparent information about the risks and benefits of vaccination is crucial in building confidence and encouraging vaccine uptake.

"Vaccination is one of the most important tools we have to move towards a more normal way of life," said Associate Professor Danchin. "Our research this year has found that people are seeking their COVID-19 vaccine information from trusted medical professionals, scientists and researchers."

The University uses VaxFACTS to engage with different groups of people to negate the spread of misinformation and reinforce the safety of available COVID-19 vaccines. In the process it is hoped that the evidence-based information provided will help Melbourne and Victoria return to thriving and dynamic communities.

The intention was to create a resource that could be easily accessed and shared by multiple audiences including governments, business and the community, as well as individual members of the public.

As a first step in promoting the program, in September the University shared VaxFACTS with federal and state members of parliament, and with several government departments. This included the Victorian Department of Health co-branding and sharing the content on its social media channels and with public health services.

More broadly, community and business organisations shared the resource through their websites, online channels and internal publications and presentations. This included Coles, Virgin Australia Airlines, City of Melbourne, Australian Football League, Australasian Society of Clinical Immunology and Allergy, Victorian Department of Health, and the Victorian Vaccine Ambassadors including Merri Health and Victorian Council of Social Services.

Following the launch, mainstream media coverage and University social channels reached a combined potential audience of around one million people. Videos addressing new concerns have continued to be added to the site, ensuring advice is timely and relevant to emerging questions during the ongoing pandemic.

In line with public health recommendations, the University made vaccination a requirement for attending campus to minimise the risk of COVID-19 within its own community.

Such activities placed VaxFACTS content directly in the hands of target audiences, resulting in feedback on social media from vaccine-hesitant individuals who booked COVID-19 vaccination appointments after visiting the website or seeing Associate Professor Danchin promoting VaxFACTS in media.

"Enhancing knowledge and sharing expertise for public good is core to the mission of the University," said Deputy Vice-Chancellor (Research) Professor James McCluskey.

"We have always used science and data, backed by rigorous standards and practices, to solve complex challenges.

"Today, the value of this research expertise and reach is crucial, and VaxFACTS is an example of how effective this contribution is in addressing what is an unprecedented test for our generation."





***Associate Professor Margie Danchin***

As host of VaxFACTS, Associate Professor Margie Danchin is widely recognised, not only by government and business leaders, but by the general public. This included a vaccine-hesitant 79-year-old who got her first AstraZeneca vaccination the day she was sent the VaxFACTS videos, and another who reported booking in for the vaccine after being reassured by VaxFACTS.

*Image: Alvin Chong, Royal Children's Hospital*



# EDUCATION

*Students are at the heart of the University of Melbourne, renowned for their outstanding knowledge, skills and societal influence.*

Students are essential contributors to the intellectual life of the University. Partnering with academics in the creation of knowledge and spirited dialogue about ideas, they are encouraged and supported to be highly active in the University's engagement with communities.

Melbourne graduates are sought after for their creativity, rigorous and ethical approach, social awareness about global challenges, and readiness for an increasingly digital and changing world.

Melbourne students remain part of the University community after they graduate, re-engaging with their learning and with the learning of others, facilitating the University's contribution to the world and benefiting from interaction with its global alumni network.



The University of Melbourne's Bachelor of Science provides a pathway to hundreds of careers including chemistry, engineering, geology, medicine, psychology and veterinary science. *Image: Michael Kai*



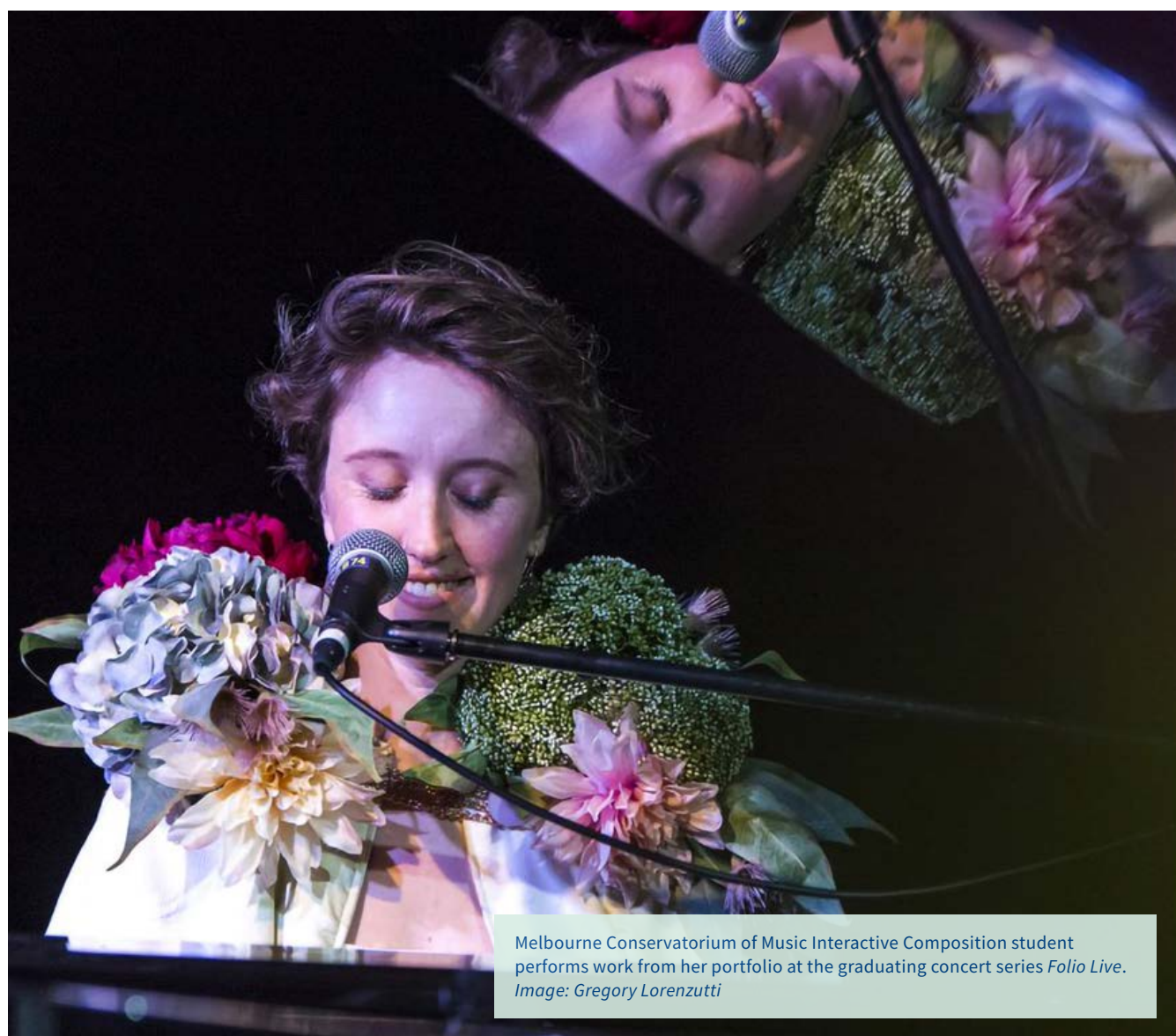


The University of Melbourne puts students at the heart of everything it does, and in 2021 continued its efforts to deliver an outstanding education and student experience both in Australia and internationally. Responding quickly and thoughtfully to the continuing impact of pandemic restrictions on students, the University harnessed digital technologies to introduce novel forms of teaching and learning, and expanded its scholarship programs and counselling services.

In recognition of the many challenges facing students around the world, and based on student feedback, the University significantly expanded its suite of new and existing scholarship and support programs in 2021.

The University's Access Melbourne program is a special entry scheme that forms the cornerstone of its equity and access commitment and helps attract capable and committed students from diverse backgrounds and supports them to fulfil their potential.

In 2021 the University expanded Access Melbourne to support more students from a broader range of backgrounds than ever before, and in 2022 its selection criteria will again be revised to look beyond the ATAR in assessing the ability and potential of prospective University of Melbourne students.



Melbourne Conservatorium of Music Interactive Composition student performs work from her portfolio at the graduating concert series *Folio Live*.  
Image: Gregory Lorenzutti



The University extended the Melbourne Graduate Scholarships program in 2021 to support the graduate study of current University of Melbourne undergraduate students as well as students coming from other Australian universities. These one-off \$5000 scholarships are available to Australian and international students who wish to continue on to graduate study.

The University also made additional scholarships available to high-achieving international students, with merit-based scholarships starting at \$10,000 per student at both undergraduate and graduate coursework level.

As part of its commitment to delivering an exceptional student experience and supporting students overseas, in 2021 the University established new purpose-designed study hubs in China in Shenzhen and Nanjing. The new study hubs provide students with modern spaces to study, the opportunity to collaborate with other University of Melbourne students and a dedicated space to attend events with alumni. The study hubs provide students with local access to University information, support services and wellbeing programs. (See also pages 10, 56–57, 72, 74, 76)

The University strongly encouraged students to prioritise their health and wellbeing throughout the year, launching a new offshore counselling service and conducting broad engagement with staff and students to support development of a new Student Wellbeing and Mental Health Framework (due to be implemented in 2022).

The University provided enhanced student connection through the extension of its Student Life program. In addition to Melbourne Commencement Ceremonies, which welcome undergraduate students to the community, in 2021 the University also held a new online welcome for graduate students.

The Academic Advising program provided important personalised advice throughout 2021 and helped students to feel connected with the University. The program facilitated one-on-one meetings between individual students and advisers and continued to welcome new students in group sessions.

The Melbourne Peer Mentor Program was critical in connecting students with each other in 2021, as shown by increased meeting attendance, groups gaining momentum faster and strong positive feedback.

The University's first Discovery subject was launched during Semester 1 for first-year Bachelor of Biomedicine undergraduates to capture and generate students' excitement about their degree, as well as support them to explore their discipline and build key skills. Discovery subjects provide first-year students with the opportunity to explore and research big ideas and real-world problems within their discipline area. They also help students develop the key skills to succeed in their degree, establishing the standards and expectations of the University. This subject proved popular in 2021 and paved the way for rollout of additional Discovery subjects across all undergraduate degrees in 2022.

In line with the University's commitment to academic freedom, all Discovery subjects include a module introducing students to the concepts, rights and obligations associated with freedom of speech in the classroom and within the University community. (See also page 39)

In 2021 the University delivered the first five Next Generation Capstone subjects, bringing together the conceptual strands of students' study programs to help final-year students master their discipline and prepare for further study, research and the workforce. Capstone subjects vary, and can include work placements, research projects, project-based learning or a coursework subject outlining business best practice. The new Next Generation Capstone subjects enhance the curriculum and function as a bridge between undergraduate study and future career or graduate study pathways. A further nine Next Generation capstones will be delivered in 2022, with further subjects in the pipeline for 2023 and 2024.

The Flexible Academic Programming (FlexAP) initiative continued to drive design and delivery of the highest-quality teaching, learning and assessment, and further enhance student experiences of the University's distinctive Melbourne curriculum. In 2021, FlexAP contributed major curriculum enhancements to 37 large subjects, providing students with active, interactive and engaging learning environments. Innovative approaches to assessment were also adopted in the delivery of 80 assessment enhancement projects. Improvements to online and blended learning environments continued, with over 100 projects providing flexibility and choice for students through greater teaching and learning delivery options. The University also continued to create additional inquiry-based learning experiences for students and provide further opportunities for authentic and experiential learning through placements and projects.

The University of Melbourne's Dookie campus in regional Victoria has played a key role in the development of agriculture and agricultural teaching and learning in Australia since 1886 and remains a focal point for key research, teaching and technology development, helping to shape the future of agriculture in Australia. *Image: Adrian Vittorio*



Continuing to introduce technological innovations in a period of rapid transformation, the University delivered further enhancements to its virtual learning environment in 2021, following successful implementation of the Canvas Learning Management System across 2019 and 2020.

Canvas provides a central point for students to access teaching, learning and assessment material, and is a stepping-off point to a range of integrated digital applications that allow students to engage deeply with course materials and enhance interaction with peers, tutors and lecturers. The University has committed ongoing funding to sustain teaching and learning technologies that will provide a rich complement to face-to-face learning, supporting flexible conversations and collaboration between timetabled classes, and enabling the University to adapt quickly in changing environments.



## *New opportunities for lifelong learning*

The Melbourne MicroCerts program grew in 2021, offering over 70 industry-aligned courses to professionals wanting to upskill by equipping them with in-demand knowledge and expertise.

The program is supported by the Melbourne School of Professional and Continuing Education (MSPACE) and is increasingly being recognised by employers for the role they play in supporting workforce development and enhanced capability. More than two dozen employers have partnered with the University to either formally endorse or co-design Melbourne MicroCerts, with many others supporting their employees to take up the courses on offer.

The University prioritised improvements to the students' digital experience, developing new activities in 2021 to enhance the Student Portal (my.unimelb). This centralised hub allows students to easily locate all they need, including targeted and personalised information, services, wellbeing support and co-curricular experiences.

The ePortfolio tool, PebblePad, was also introduced in 2021. This platform allows students to develop digital portfolios of academic work and their extra-curriculum experiences, enabling them to gather evidence and reflect on their learning, achievements and skills.

In March 2021, the University received findings from the annual Quality Indicators for Learning and Teaching (QILT) Student Experience Survey for the preceding year. Compared to 2019, results showed a drop in student satisfaction in 2020. The quality of entire educational experience among undergraduates was rated 77.6 in 2019 and 52.3 in 2020. Among postgraduates it was rated 77.5 in 2019 and 58.1 in 2020.

The University acknowledges that 2020 was an unprecedented year for the entire higher education sector, with many students unable to attend campus and needing to undertake their studies online, and that this was exacerbated for those students who experienced extended periods of lockdown.

However, notwithstanding these external factors at play in 2020, the University took these results seriously and re-affirmed its commitment to improving the student experience as one of its most pressing priorities. It used the findings identified in the report to inform new initiatives and to guide further improvements to existing programs and processes. This included creating more interactive and engaging online learning experiences, and improving the use of core technologies to support student learning.

In addition, the University conducted regular student surveys to obtain more frequent and timely feedback to inform further improvements throughout the year.

## TRACKING PERFORMANCE

### Teaching and Learning

- Major curriculum enhancements to **37** large subjects.
  - **80** assessment reform projects.
  - **103** online and blended learning environment improvement projects converted **150+** subjects to wholly online delivery.
  - Bachelors of Arts, Science and Commerce: *most popular* undergraduate courses in Victoria.
  - Science, Arts, Commerce, Biomedicine and Design ranked in *top 10* most popular courses in Victoria, all receiving applications from students with ATARs of **99.90** or higher.
- 

### Student Life

- *Over 7500* commencing undergraduate students engaged in the Melbourne Peer Mentor program: **37%** increase.
  - *Over 830* later-year student mentors.
  - **95%** of Melbourne Peer Mentor Program mentees gave their sessions a **4** or **5** star rating.
  - *Almost 7000* students met with over **1100** academic advisers throughout the year.
- 

### Careers & Employability Services

- *Over 17,400 students* engaged with Careers & Employability: **over 42,000** interactions.
- *More than 1650* international students engaged with Melbourne Employability Accelerator program.
- **1590** students attended **14** events with employers and alumni held in China.



|  
“ It was really nice to have someone to talk to about career plans in difficult times like these.  
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|  
“ I felt more part of the University community, simply by chatting with someone who was once in my position and getting some insight into their life.  
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|  
“ Having my peer mentor as one of the first people I met in my university journey was really nice because she was very supportive and always willing to help. It helped me get a good first impression of the University.  
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|  
“ I enjoyed making new friends and seeing students build connections with each other that will be valuable to them for the rest of their study journey.  
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“ It was like I found a mentor and a friend! My adviser is a good-spirited person who quelled some of my fears of being lost in my degree. It was a comforting experience!  
|

|  
“ Brilliant, extremely useful and insightful...looking forward to maintaining a relationship with my adviser.  
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|  
“ Insightful, great to chat with an academic to get a different perspective on my current situation and future plans.  
|

|  
“ The best part of the program was that it made me feel cared for by the University. I learned new names and faces and felt comfortable knowing who to ask and where to go if I needed access to certain information.  
|

Student experiences of the Melbourne Peer Mentoring program and Academic Advising program



# Support when it really matters

Starting university for the first time can be challenging, let alone during a pandemic. But for Elissa Abou Eissa, the security and support she received as a Hansen Scholar made the transition to university so much easier.

Originally from Damascus, Elissa Abou Eissa came to Australia in 2017 with her mother, father and younger brother after the outbreak of war in Syria.

Elissa learned about the Hansen Scholarship while still in high school at St Francis Xavier College in Beaconsfield. Elissa had also been nominated for a Kwong Lee Dow Scholarship, the University of Melbourne's academic enrichment program giving high-achieving Victorian Year 11 and Year 12 students the opportunity to experience university life, and get a head start on their future tertiary studies.

So even before starting a Bachelor of Biomedicine at Melbourne in 2020, Elissa was familiar with the Parkville campus and knew she wanted to continue her studies there.

The Hansen Scholarship Program is awarded to talented undergraduate students whose financial circumstances present a challenge to accessing a first-class education. Each year 20 exceptional students are chosen based on their academic success, resilience to adversity, and a demonstrated commitment to helping and leading others.

Being chosen as one of the 20 Hansen Scholars in 2020 from over 500 applicants is something Elissa is very proud of and grateful for.

"Becoming a Hansen Scholar has meant a lot to me," said Elissa. "It's helped so much in dealing with the challenges I've faced.

"It's given me the opportunity to have invaluable mentoring and social connections and be a part of a group of future leaders and enthusiasts.

"It has eased the financial stress allowing me to focus on my studies."

The Hansen Scholarship offers residence at Little Hall during an undergraduate degree, an allowance of \$4000 per year for general living expenses, and a further grant of up to \$4000 to support programs such as international exchange, access to pastoral care and development programs. It also provides tailored mentoring and connections to leaders in the students' chosen fields, and priority access to graduate accommodation at Little Hall should they undertake graduate studies at the University.

Hansen Scholars come from the inner city, the outer suburbs, regional towns and farming communities across Australia, but share a drive to succeed and have achieved academic success in the face of adversity.

"Pursuing a career in medicine has always been what I wanted to do in life," Elissa said. "I've always been fascinated by the human body, how it functions and how it fights disease.

"Seeing people who'd been so badly affected, both physically and mentally, from trauma in Syria has impacted the way I view my place in the world. I believe that the advances we make in medicine today can improve the lives of those that have been changed by war and other traumatic events."

Even with a single-minded determination and strong will, it hasn't always been plain sailing for Elissa and she admits that the past two years have been difficult.

"I faced so many challenges presented by the pandemic," she said. "As a student whose first language is not English, studying online for the past two years presented additional challenges that might not have been the case for native speakers."

"But as I have learnt through many challenges I've experienced, life is not about what happens to us, but rather about how we react to what happens to us. I keep pushing and I have been doing better and better at University every semester. It proves that hard work pays off eventually."

Benefactors and program patrons Jane Hansen AO and Paul Little AO believe that an individual's life trajectory should be guided by their determination to achieve their ambitions, regardless of any limiting social or economic barriers.

"The vision of the Hansen Little Foundation has been to create a scholarship program that gives more opportunities to young Australians to pursue their dreams and reimagine their futures through access to university," said Ms Hansen, who is also Deputy Chancellor of the University of Melbourne.

"I look forward to watching the progress made by these extraordinary young scholars as they embrace new possibilities, and to continuing to support them during this formative stage of their lives."





### *Elissa Abou Eissa*

After coming to Australia from Syria, Elissa Eissa was one of 20 talented students awarded a Hansen Scholarship to study at the University of Melbourne and live on campus at Little Hall.

*Image: Peter Casamento*

# Taking the Melbourne experience to China

With international borders remaining fully or partially closed throughout much of 2021, it's never been more important that university students studying online from overseas feel connected and supported.

The University of Melbourne's commitment to delivering an exceptional student experience extends beyond Australian shores and its campuses in Melbourne and regional Victoria.

Wanting to recreate some of what the on-campus experience has to offer for those undertaking their studies overseas, the University established two specially designed study hubs in China in 2021.

Located in Shenzhen and Nanjing, the new University of Melbourne Study Hubs provide a welcoming environment where students can come together to study and connect socially with other students, and with local staff and alumni. Importantly, students can access University support services, advice and wellbeing resources at the hubs.

The Shenzhen Study Hub opened at the end of October and proved popular with China-based University of Melbourne students. Located in the Nanshan district, it offers quiet, dedicated study areas alongside group meeting rooms and a lounge space for taking breaks and connecting with other students.

The Nanjing Study Hub, open to students since early November, is located on the 11th floor of a modern building in Jianye, a vibrant growing district in the city centre. Like the Shenzhen Study Hub, it is equipped with study areas, meeting rooms and lounge facilities.

The University of Melbourne Study Hubs in China were designed to complement the Study Melbourne Hubs – similar spaces established by the Victorian Government, open to students from all Victorian universities, and currently operating in Shanghai, Kuala Lumpur and Ho Chi Minh City, and virtually in India.

Feedback has been wholly positive. For students like Zhuojun (Jasmine) Jiang, the University of Melbourne Study Hubs have provided exactly what the University hoped: a sense of community and connection and somewhere she can meet her peers and University staff, all of whom are University of Melbourne graduates themselves.

Jasmine is studying the Master of Teaching (Early Childhood) and in 2021 completed her first year remotely using Zoom.

"To be honest, Unimelb was always my target since I graduated with a bachelors degree in China," said Jasmine. "And I do love the city of Melbourne, it's a liveable city full of literary characteristics and human kindness.

"But unfortunately, I haven't been able to study on campus in Melbourne during the COVID-19 period."

Soon after hearing about the study hubs on the University of Melbourne WeChat channel, Jasmine took the 40-minute metro ride from where she lives to the study hub, along the way enjoying the paulownia trees that fill and shade the avenues of Nanjing in summer and spread their golden leaves in autumn.

"I found the centre to be a great place to study and socialise," said Jasmine. "It has great facilities, a very quiet and comfortable study environment, and provides free coffee and tea.

"So far I've attended the study hub for three events, the first social event, the first alumni event and one lunch gathering event.

"I feel that the study hub provides an excellent environment for us students to study and socialise and lets us be more connected to the University."

For Deputy Vice-Chancellor (International) Professor Michael Wesley, the University of Melbourne Study Hubs in China have fulfilled the aims they set out to achieve.

"Coming into the second year of border closures, we were acutely aware that many, if not all, of our international students studying overseas would be feeling disconnected, academically and socially, from their studies and their University community here in Melbourne," said Professor Wesley.

"We're very happy that the study hubs we designed and established in Shenzhen and Nanjing have been appreciated by our students who have been unable to travel to Australia.

"We're pleased that we've been able to give our students studying overseas a continued sense of connection, and support greater links between our student and alumni community currently based in China."





***Zhuojun (Jasmine) Jiang***

Master of Teaching in Early Childhood student Jasmine Jiang is currently based in China, and has found a sense of community and connection at the University of Melbourne's new study hub in her home town of Nanjing. *Image: supplied*





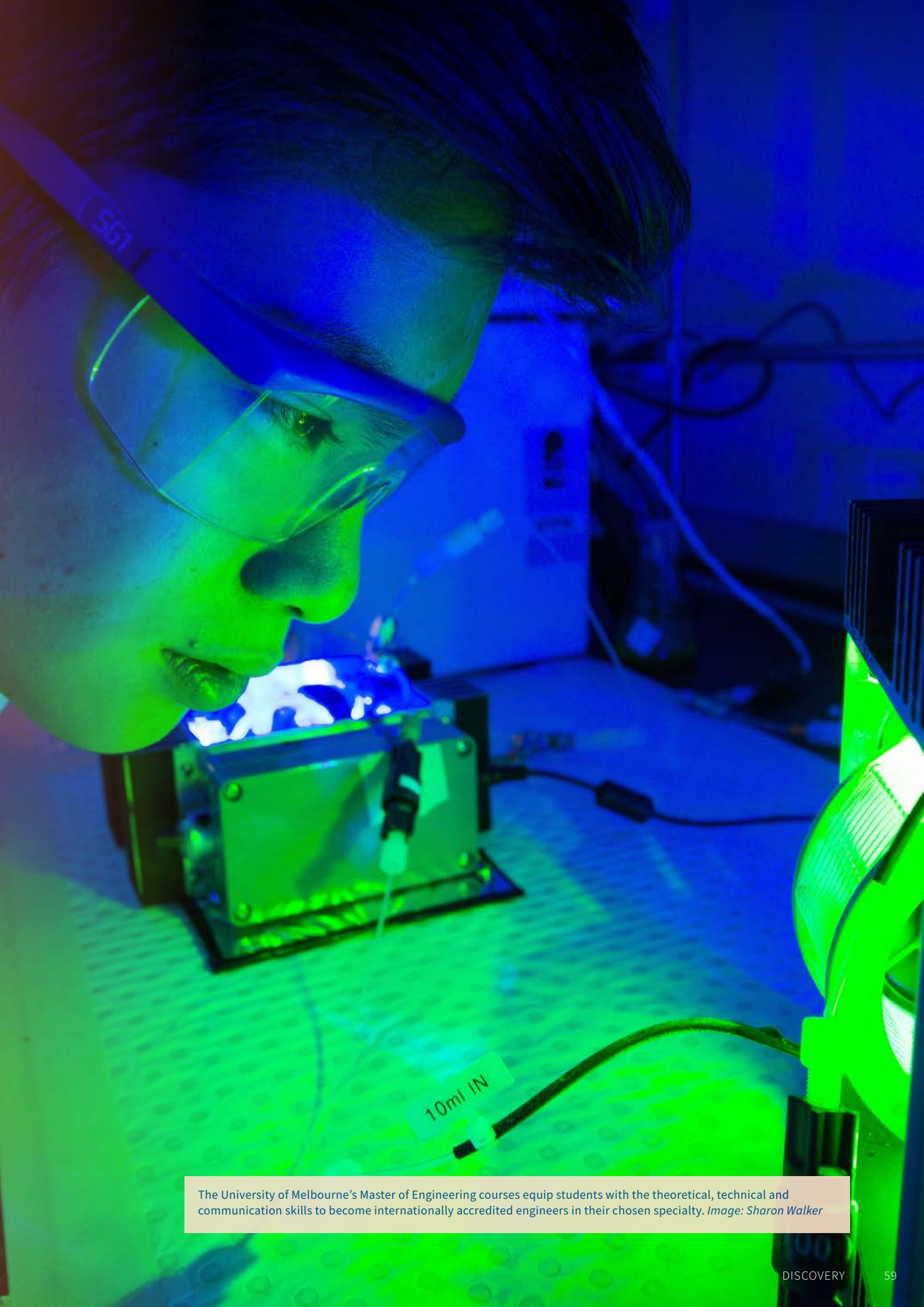
# DISCOVERY

*The University of Melbourne is at the leading edge of discovery, understanding and impact, through research.*

The University is committed to the pursuit of research excellence and impact and is a place where students and academics come to undertake the highest-quality research to address the difficult questions and major challenges facing the world today.

The University facilitates breakthrough research in a highly collaborative environment, with a focus on driving impact through collaboration, and cross-disciplinary and interdisciplinary research.

Also of importance is strengthening opportunities for academics to translate their research and providing them with the support they need to bring their discoveries to fruition for public benefit. This includes contributing to public debate, informing and improving economic, social and public policy, and commercialising research.



The University of Melbourne's Master of Engineering courses equip students with the theoretical, technical and communication skills to become internationally accredited engineers in their chosen specialty. *Image: Sharon Walker*





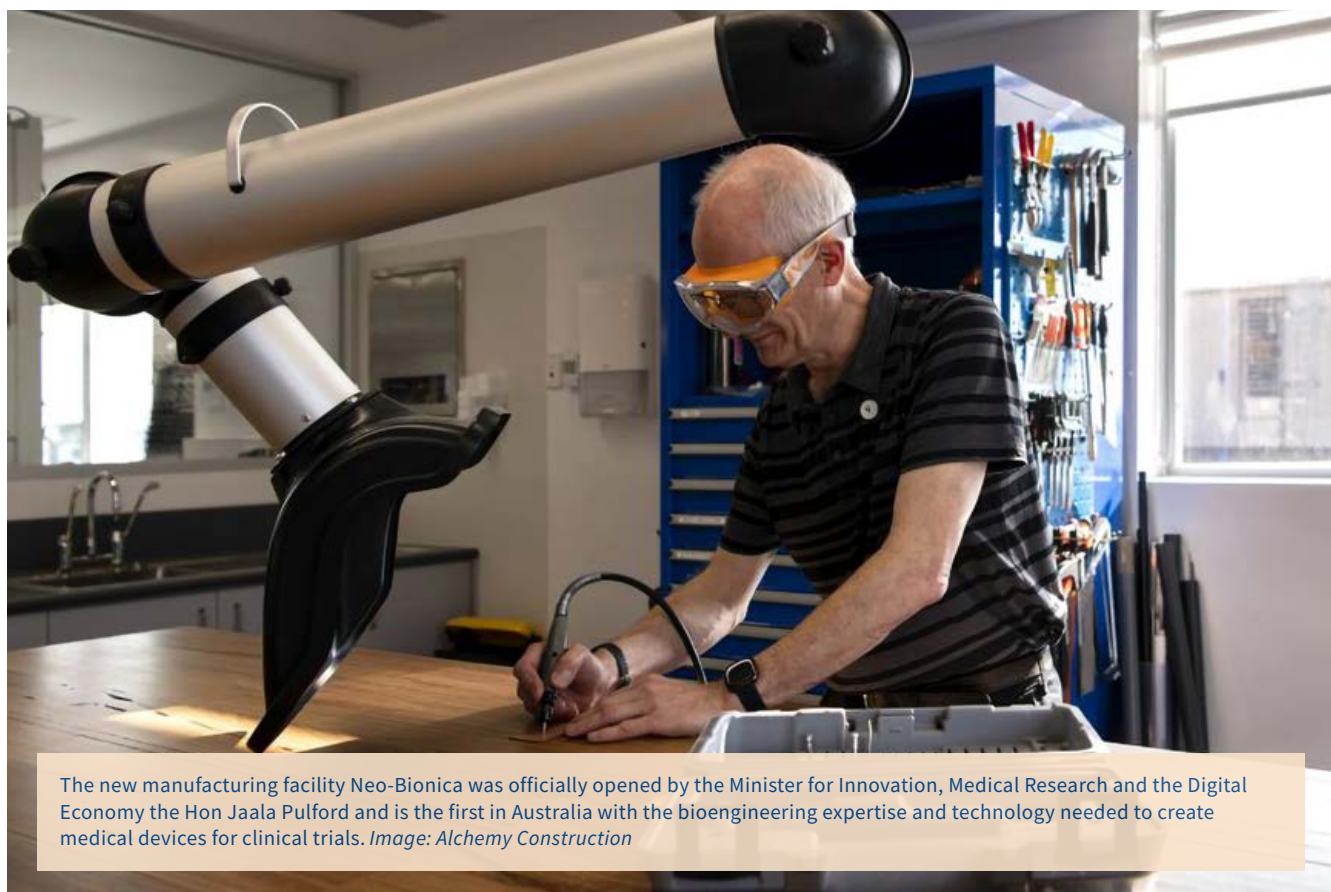
In 2021, the University of Melbourne continued to play a critical role in addressing the social, physical and economic challenges confronting the world. Throughout this second year of the pandemic, the University provided important evidence-based research to advance the public good, and adopted a collaborative, cross-disciplinary approach to both basic and applied research. The University also progressed development of its purpose-designed precincts to create new pathways for researchers to connect with partners and industry, while also continuing to grow the capability of its early and mid-career researchers in Australia and overseas.

Throughout 2021, the University remained committed to research excellence and impact, progressing new and existing projects and partnerships to advance knowledge and understanding, and respond to social, economic, environmental and medical challenges.

University of Melbourne researchers continued to play a crucial role in national and global efforts to overcome the pandemic, redoubling efforts in work on virus genomics, and investigating new variants and ways to protect against the virus. Melbourne researchers also provided modelling and public health advice to inform public policy at a local and national level and contributed to public information and debate. (See also pages 13–15)

In a highly competitive environment, the University's research excellence was well recognised by the two national Research Councils, the Australian Research Council (ARC) and the National Health and Medical Research Council (NHMRC). University researchers received 107 ARC grants totalling over \$61 million, including 12 ARC Future Fellowships and 25 Discovery Early Career Researcher Awards.

In addition, researchers were awarded 86 NHMRC grants to a total value of more than \$133 million. This includes four new Centres of Research Excellence (CRE): CRE in Developmental and Epileptic Encephalopathies; On TRACK (Teaching, Research And Community Knowledges): CRE promoting brain health with older Aboriginal and Torres Strait Islander peoples; CRE in Enhanced Dementia Diagnosis (CREDD); and CRE in precision public health approaches to breast cancer screening, early detection and mortality reduction.



The new manufacturing facility Neo-Bionica was officially opened by the Minister for Innovation, Medical Research and the Digital Economy the Hon Jaala Pulford and is the first in Australia with the bioengineering expertise and technology needed to create medical devices for clinical trials. Image: Alchemy Construction



The Medical Research Future Fund supported 30 University of Melbourne projects to a total of more than \$119 million.

Melbourne Law School's Professor Sundhya Pahuja received the prestigious Kathleen Fitzpatrick Australian Laureate Fellowship to examine the challenge to democracy posed by global corporations, investigate the way international law has contributed to the growing power of corporations on the world stage, and what can be done to redress the balance between large corporations and nation states. Kathleen Fitzpatrick Laureate Fellowships recognise the profound contributions of researchers from the humanities, arts and social science disciplines, and to their role in advancing women in research.

Working with industry, government and not-for-profit organisations in Australia and internationally, the University's five Melbourne Interdisciplinary Research Institutes promote research linkages and collaboration, as well as playing a leading role in articulating research outcomes to external audiences. The Indigenous Knowledge Institute, the Melbourne Disability Institute, the Melbourne Energy Institute, the Melbourne Social Equity Institute and the Melbourne Sustainable Society Institute continued to foster a culture of cross-disciplinary collaboration throughout 2021.

In 2021, the Melbourne Social Equity Institute launched the African Research and Engagement in Australia Initiative (AREiA), a new collaboration between the University and key partners in the African Australian community. Facilitating collaborative research to address existing gaps in knowledge, AREiA will provide an interdisciplinary, community-driven and solutions-based approach to the health, cultural, social, economic and political wellbeing of African Australian communities.

The Melbourne Energy Institute, together with AusNet Services, Mondo, and the Australian Energy Market Operator, launched Project EDGE, a world-first initiative that brings together relevant stakeholders across the entire electricity value and supply chain. Project EDGE will undertake crucial work to increase understanding of the complexity, interactions and challenges the electricity sector faces globally as it continues to accommodate widespread adoption of distributed energy resources. The project will also inform future electricity market design.

The University also launched Melbourne Climate Futures during the year, an initiative bringing together diverse expertise to respond to the challenges of climate change. (See also pages 78–79)

Appreciating the significant potential of scholarly research to not only inform and enhance knowledge but to shape society, culture, health and the environment, the University supports its academics to translate their research in multiple ways. This includes contributing to public debate to inform and improve economic, social and public policy, and engaging in the commercialisation of research to positively impact the community.

In 2021, Dr Hannah McCann, an early career researcher in the Faculty of Arts, commenced work on the Beyond Skin Deep project to investigate the role that salon workers play in the emotional lives of their clients. The project also looks at how salon workers are in a unique position to help address important social issues such as family violence, mental health, and social isolation. Supported by an Australian Research Discovery Early Career Researcher Grant, Dr McCann worked with HaiR-3Rs, a project of the Eastern Domestic Violence Service in Melbourne, to publish a guide highlighting key lessons for training salon workers on family violence.

The 10th annual update on the *Roadmap to Close the Gap for Vision* showed that significant progress continues to be made in improving eye care for Aboriginal and Torres Strait Islander peoples. Undertaken by the University of Melbourne's Indigenous Eye Health Unit led by Professor Hugh R Taylor from the Faculty of Medicine, Dentistry and Health Sciences, the report found that, to date, 64 regional stakeholder groups and seven groups at a jurisdictional level were established. Eye examinations increased from 81,713 in 2013–2014 to 104,300 in 2019–2020.

Anthropologist and geographer, and University of Melbourne Associate Provost Professor Marcia Langton, is leading a project of researchers and associate investigators from Indigenous corporations and other institutions to improve understandings of and responses to alcohol-related family violence for Aboriginal people. The project, supported by an NHMRC Ideas Grant of \$1.3 million over five years, is investigating the associations between alcohol and family violence in urban, regional and remote contexts. The project will use a co-design approach to develop innovative ways to combine participatory anthropological methods with network analytical techniques to address the gravity and complexity of the problem.



## Safeguarding the future

The Australian Institute for Infectious Disease (AIID) is a new initiative supported by the Victorian Government to enhance research, public health, educational and translational capability in infectious diseases, including COVID-19 and other major global health issues.

The University of Melbourne, the Peter Doherty Institute for Infection and Immunity and Macfarlane Burnet Institute for Medical Research and Public Health have come together as Foundation Partners to establish the AIID. This includes delivering a new purpose-built facility with state-of-the-art infrastructure and technologies in Melbourne's Biomedical Precinct and establishing a Victorian alliance involving world-leading medical research and public health organisations.

Victoria's medical, scientific and research community has played a key role during the COVID-19 pandemic, in scientific discovery, vaccine development, therapeutics, diagnostics and modelling that has had global impact. The AIID is critical to Victoria's investment in combatting the ongoing COVID-19 pandemic and to ensure the state and the nation are better prepared for future pandemics.

To this end, University of Melbourne Deputy Vice-Chancellor (Research) Professor James McCluskey, Doherty Institute Director Professor Sharon Lewin, and Burnet Institute Director and CEO Professor Brendan Crabb signed the AIID Foundation Partners Principles agreement.

The agreement outlines how the organisations will work together throughout the development of the AIID. Victoria's Minister for Innovation, Medical Research and the Digital Economy Jaala Pulford officially witnessed the signing on behalf of the Victorian Government as the Major Supporting Partner for the AIID.

Minister Pulford said: "This new institute will strengthen our vital research capabilities and ability to respond to future pandemics and we are immensely proud to stand alongside the founding partners."

"The Australian Institute for Infectious Disease and its network of partners will be at the forefront in the national effort to fight the COVID-19 pandemic and lead our response to new health threats," said Professor McCluskey.

"This is an excellent investment for the state and the nation, further establishing Victoria as a global leader in infectious diseases and public health and harnessing the immense potential of Victoria's biomedical sector."

In addition to delivering significant research and public health outcomes, the AIID will also support Victoria's economic recovery from COVID-19 by supporting hundreds of jobs, increasing productivity of the biomedical sector and driving commercialisation opportunities.





Harold Mitchell Professor of Indigenous Eye Health Hugh Taylor at the 2021 Narrm Oration with Melbourne Law School's Professor Kirsty Gover. Professor Taylor's research interests include blindness prevention strategies, infectious causes of blindness and the development of health policy and is currently focused on Aboriginal eye health and the elimination of trachoma. Image: Peter Casamento

In 2021, researchers from the University's medical and education faculties undertook a unique review of the long-standing WHO health-promoting schools policy framework. Led by Professor Susan Sawyer from the Faculty of Medicine, Dentistry and Health Science (MDHS), Royal Children's Hospital and Murdoch Children's Research Institute (MCRI), the project team comprised MCRI colleagues Dr Monika Raniti and Ms Kristina Bennett from MDHS, and Dr Ruth Aston from the Melbourne Graduate School of Education. Following its identification of common barriers to the implementation and sustainability of health-promoting schools worldwide, the research team was invited to lead development of WHO and UNESCO's new Global Standards and Indicators for Health-Promoting Schools and Systems and accompanying implementation guide. This work will support development of a holistic approach for schools across the world to promote health and wellbeing for students, staff and wider communities.

The University launched the Dilin Duwa Centre for Indigenous Business Leadership in 2021. The centre is a collaboration between the University's Faculty of Business and Economics and Melbourne Business School and supports the self-determined growth of Indigenous business people, companies and communities across Australia. The centre developed the Indigenous Business Longitudinal Analysis Data Environment (I-BLADE) 1.0 which provides the foundation for its annual study, the Indigenous Business Snapshot.

The University was represented internationally with scholars such as Dr Carla Pascoe Leahy from the Faculty of Arts who was invited to deliver the Reece Lecture at Kings College London on the first-ever history of Australian motherhood.

Cambridge University Press published *Protecting the Empire's Humanity: Thomas Hodgkin and British Colonial Activism 1830–1870* by Professor of History Zoë Laidlaw from the Faculty of Arts. The monograph is an important exploration of the efforts of the Aborigines Protection Society to expose British hypocrisy and imperial crimes in the mid-nineteenth century, highlighting previously concealed elements of Australia's shared colonial history.

The University is also committed to supporting its researchers to partner with industry to take their research to market for public benefit, achieving impact through commercialisation. University IP disclosures have, in the past several years, increased significantly from 58 in 2017 to 110 in 2021.

Exemplifying the translation of research into commercial application, two of the University's 20-year research partnerships debuted on the Australian Securities Exchange. Rubicon Water, a Melbourne-based company with a vision to sustainably increase global food and fibre production through improved water use efficiency, raised \$42.6 million at \$1 per share upon debut. And Clarity Pharmaceuticals, a biotechnology start-up specialising in radiopharmaceuticals in oncology, raised \$92 million at \$1.40 per share, representing the largest pure biotech public introduction in the history of the ASX.

In order to translate Victorian bioengineering expertise to the world, the University of Melbourne, together with the Bionics Institute, opened Neo-Bionica. The facility is the first in Australia with the bioengineering expertise and technology needed to create medical devices for clinical trials. The Victorian Government contributed \$4 million to support fit out of the facility with essential equipment, provide funding for research appointments, and support industry start-ups to commercialise medical prototypes. Neo-Bionica was officially opened in September by Minister for Innovation, Medical Research and the Digital Economy Jaala Pulford.

The Victorian Government provided further research translation opportunities through its Breakthrough Victoria Fund, supporting a partnership between the University, CSL and the WEHI to create a start-up incubator in the Melbourne Biomedical Precinct to grow early-stage Australian biotech companies. The incubator is scheduled to open in 2023.

A number of University scholars were recognised during 2021, including Melbourne Law School's Professor Hilary Charlesworth who was elected to the International Court of Justice, and Dr Pip Karoly from the Faculty of Engineering and Information Technology who was named as one of five recipients of the L'Oréal-UNESCO For Women in Science Award for early career researchers. Professor Marilyn Renfree was elected a Fellow of the Royal Society for her outstanding research into marsupial reproduction.

University researchers were awarded two of the three prestigious \$8 million Snow Medical Research Foundation Fellowships in 2021. Dr Shom Goel from the Faculty of Medicine, Dentistry and Health Sciences and the Peter McCallum Cancer Centre was recognised for his breast cancer research into the reasons why certain treatments are currently failing cancer patients. Dr Melanie Eckersley-Maslin, also of the Faculty of Medicine, Dentistry and Health Sciences and the Peter McCallum Cancer Centre, received her fellowship to investigate the progression of cancer through a study of the factors that control embryonic development.

The Victoria Prize for Science and Innovation in Life Sciences, delivered by veski on behalf of the State Government, recognises leaders in science and innovation in Victoria and supports global connections. In 2021, Associate Professor Tim Thomas and Professor Anne Voss from the Faculty of Medicine, Dentistry and Health Sciences and WEHI received the \$50,000 prize for their long-standing professional partnership and delivery of a new cancer treatment strategy. (For other awards, see also pages 18–20)

Progress on the University's network of precincts in 2021 provided opportunities for researchers to collaborate with a broad range of research partners and create new ways for students to engage with research and industry.

Harrison Moore Professor in Law and Laureate Professor at Melbourne Law School, Professor Hilary Charlesworth was elected to the International Court of Justice receiving an absolute majority of votes cast by the United Nations' 193 member states. Image: Max Koot Studio



## *Building Better Homes: introducing minimum accessibility standards for housing*

The Melbourne Disability Institute (MDI) is working in close partnership with the Summer Foundation to secure the inclusion of minimum accessibility standards for all new housing in the National Construction Code.

Predicting the very real risk that the benefits of mandatory standards had been underestimated and that the voices of people with disability and their families would not be heard, MDI engaged researchers and economists to advise on the impact of including minimum standards in the codes and conduct surveys of people with disability and their families.

Together with the Summer Foundation, MDI also established the Building Better Homes campaign to advocate for the inclusion of minimum standards.

As a result of this research and continued advocacy, in April 2021 Building Ministers from across Australia formally committed to the inclusion of mandatory minimum standards in the National Construction Code.

This will lead to major improvements in the quality of life for Australians living with disability and facilitate older Australians being supported to age in place. Building Better Homes is continuing to work to ensure all states implement the new code.

Melbourne Connect opened in March, bringing together the digital expertise of industry leaders and the University under one roof in a modern innovation, research and entrepreneurial precinct. Current tenants include the Australia and New Zealand School of Government, architects Clarke-Hopkins-Clarke, surgical product manufacturers MAXONIQ and SANE Australia. These industry partners work alongside the University's Faculty of Engineering and Information Technology, as well as a number of research centres from the faculties of Law; Medicine, Dentistry and Health Sciences; Science; and the Melbourne Entrepreneurial Centre (comprising the Melbourne Accelerator Program and Translating Research at Melbourne).

The State Government provided \$4.7 million from the Victorian Higher Education State Investment Fund for the Zero Emissions Energy Lab and a further \$6 million to support development of new collaborative initiatives within the Melbourne Connect precinct. These include the Digital Health Validitron, Digital Twin Data Visualisation Lab, Future of Work Lab and the Opportunity Lab.

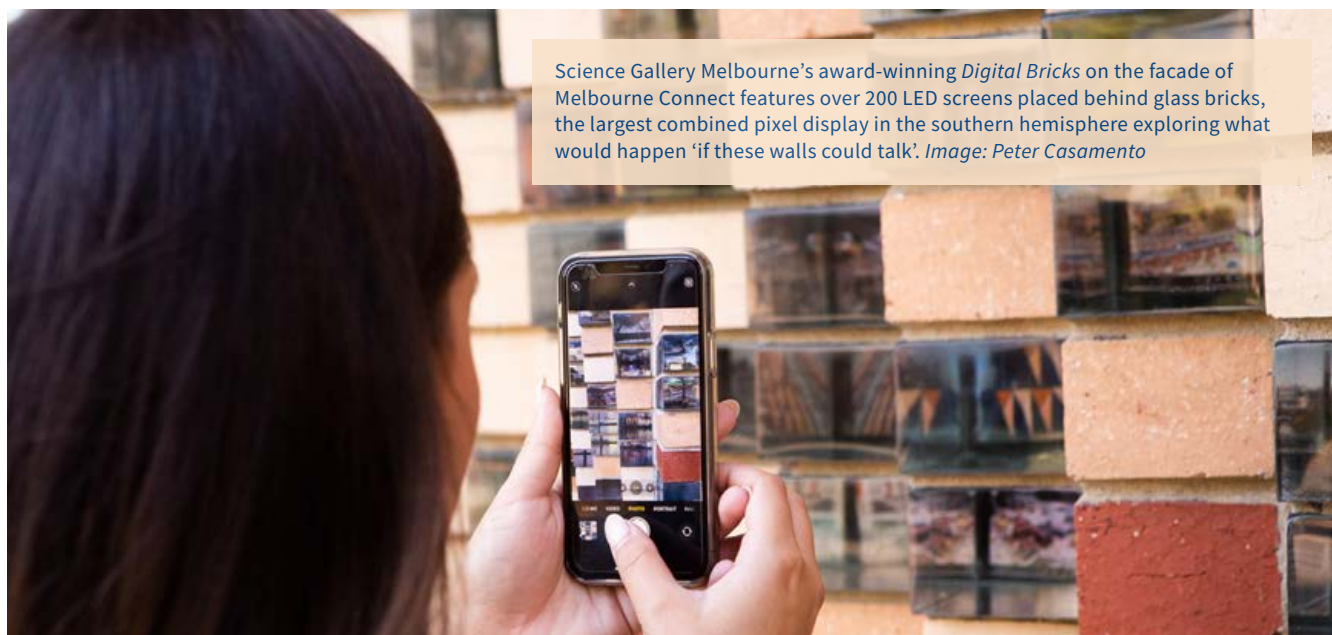
The Future of Work Lab draws from disciplines including sociology, business and economics, and computer information systems to research the implications of digital technologies for work, and to achieve enhanced STEM skills for women, Indigenous, CALD and LGBTIQ+ Victorians.

Also located in Melbourne Connect is the Telstra Creator Space, an accessible fabrication lab where University of Melbourne students learn to use industry-grade equipment to design, build and prototype innovative solutions. The University's partnership with Telstra fosters a shared ambition for technology innovation through workforce development and research collaboration. In 2021, the partnership supported four short-term research projects with PhD students, delivered 17 successful masters student projects with Telstra and awarded five Telstra Technology and Innovation Scholarships to female and/or Indigenous students across graduate and undergraduate levels. (See also pages 25–26, 29, 67, 104)

The University continued to nurture its early and mid-career researchers, ensuring a strong cohort now and into the future, with a particular focus on equity and gender.

In 2021, the University established the Researcher Development Unit (RDU) to support coordination, delivery and evaluation of programs across all career stages and levels, including early career. The RDU commenced its work with a particular focus on early career researchers and other groups especially impacted by the pandemic. It works in partnership with the University's academic divisions, PhD programs and other professional development providers such as the Melbourne Centre for the Study of Higher Education, Research Innovation and Commercialisation, and Scholarly Services.





Science Gallery Melbourne's award-winning *Digital Bricks* on the facade of Melbourne Connect features over 200 LED screens placed behind glass bricks, the largest combined pixel display in the southern hemisphere exploring what would happen 'if these walls could talk'. Image: Peter Casamento

The McKenzie Postdoctoral Fellowship scheme awarded fellowships to 11 new early career scholars from across the world. To complement this program, the University launched the Melbourne Postdoctoral Fellowship, awarding 10 fellowships across academic divisions to support the research careers of Melbourne graduates.

The Atlantic Fellows for Social Equity (AFSE) redesigned its foundation year for 18 new Fellows, including delivery of new postgraduate courses in social change leadership. The program also recruited its fourth cohort for 2022, including 21 Fellows from Australia and New Zealand/Aotearoa with a background in Indigenous social change. The new Fellows come from a range of backgrounds and sectors including finance, education, policy, health, and environment. They join 49 AFSE alumni and 900 Atlantic Fellows worldwide.

The University of Melbourne Library hosted the international component of the 2021 *Visualise Your Thesis* competition, attracting 25 institutions across six countries. Competitors build essential communication and digital literacy skills to effectively communicate complex research to a general audience. The competition provides an opportunity for universities to showcase their graduate research on an international stage.

The University continued to pursue international research alliances, forging agreements with the Berlin Universities Alliance and the Indian Institute of Science to create joint PhD offerings for graduate researchers. (See also page 77)

## TRACKING PERFORMANCE

**729** graduate researcher completions

**17,409** research publications<sup>1</sup>

**\$637M** total research income<sup>2</sup>

**\$265M** Category 1 income<sup>2</sup>

**\$372M** Category 2–4 income<sup>2</sup>

**110** intellectual property disclosures

1. Source: SciVal Scholarly Output

2. Estimated from 2021 results, confirmation from Higher Education Research Data Collection (HERDC) due June 2022

# Using genomics to combat intractable diseases

Recent advancements in genomic technologies have the potential to transform how healthcare can be delivered, promising better patient outcomes and a more efficient health system. They may even help cure cancer.

In late 2020, the University of Melbourne partnered with the Victorian Government and global genomics technology company Illumina to establish the new Illumina-University of Melbourne Genomics Hub (since renamed the Advanced Genomics Collaboration). The partnership was supported with a \$20 million allocation from the Victorian Higher Education State Investment Fund and brought together researchers and industry expertise. The hub is based in the Melbourne Biomedical Precinct, providing the critical mass of co-located research labs, genomics platforms and hospitals needed to pioneer personalised medicine.

Personalised medicine helps doctors choose the best treatment for individual patients. It relies on rapid gene sequencing to compile a complete set of genetic information that determines a person's physical makeup, including their susceptibility to some diseases and their response to treatment.

"Our application of genomics is transforming healthcare and research," said clinical genomics lead and Director of the University of Melbourne Centre for Cancer Research, Professor Sean Grimmond.

"It's providing systems to support access to whole-genome sequencing for cancer and critical disease patients and the investment needed to secure Victoria's place as a world leader in genomics and cancer research."

Focusing on genomics-based biomedical research and innovation in the detection and management of diseases such as cancer, the Illumina-University of Melbourne Genomics Hub has established three core platforms in clinical genomics, bioinformatics, and health economics to foster a pipeline of commercially focused genomic innovation projects.

"Access to Illumina's expertise will provide the guidance our researchers need to unlock Victoria's genomics research for global biotechnology development opportunities, through real-world, practical hands-on training and sequencing experience," Professor Grimmond said.

In 2021, two flagship research projects commenced, led by researchers from the University of Melbourne's Centre for Cancer Research, and the Peter Doherty Institute for Infection and Immunity.

Led by Professor Grimmond, researchers at the Centre for Cancer Research are developing new genomic tools to improve cancer diagnosis and monitoring by testing whether rapid sequencing of circulating tumour DNA (ctDNA) in the blood can be used to detect and track cancer.

"We've established the methods, collected and sequenced 108 samples from non-invasive liquid biopsies (blood samples) for cancer detection, established a 24-hour turnaround time for analytics, and will be rolling them out for clinical testing in 2022," Professor Grimmond said.

The research team led by Professor Sammy Bedoui from the Peter Doherty Institute for Infection and Immunity is creating a novel platform, ID Predict, to understand the varied types of disease progression of patients with COVID-19.

ID Predict researchers, working with colleagues from WEHI, are looking to understand why people respond differently to SARS-CoV2 and other viruses, and using genomics to study how people with COVID-19 respond to infection and treatment.

It is hoped that, together, the Cancer Liquid Biopsy and ID Predict projects will help to identify individualised and efficacious treatments for patients.

"Throughout 2021, we have sequenced over 600 cancer patients," said Professor Grimmond, "and provided clinical genomic information to inform treatment for hundreds of patients and several large cancer patient research cohorts."

University of Melbourne Vice-Chancellor Professor Duncan Maskell believes that the Illumina-University of Melbourne Genomics Hub will accelerate the translation and commercialisation of biomedical research.

"Our partnership with Illumina is bridging the gap between the genomics industry and research, driving workforce development, research translation and the implementation of genomics into routine clinical care," Professor Maskell said.

"The Cancer Liquid Biopsy and ID Predict projects enable rapid translation of research to act quickly and effectively on threats such as cancer and infectious disease."





### *Professor Sean Grimmond*

Led by Professor Grimmond, researchers at the Centre for Cancer Research are developing new genomic tools to improve cancer diagnosis and monitoring by testing whether rapid sequencing of circulating tumour DNA (ctDNA) in the blood can be used to detect and track cancer.

*Image: Peter Casamento*



# GLOBAL

*The University of Melbourne leads, convenes and collaborates through strategic partnerships on a global scale.*

The measure of a great university lies in the extent and productivity of its collaborations in advancing the frontiers of knowledge.

The University is committed to playing a leading role in global knowledge partnerships, fostering a culture of international collaboration with researchers, universities and innovation companies around the globe.

The University invests in building knowledge partnerships with Asia and the Pacific's rising research, innovation and education powerhouses, while continuing and deepening collaboration with education and research partners in Europe and North America.

University of Melbourne students live and work in a global community, with all the opportunities and challenges that entails. Their education prepares them for this, providing opportunities for learning in regional and global contexts, and equipping them with the attributes needed for working cross culturally on campus.





The Faculty of Architecture, Building and Planning celebrated the work of its international students with a showcase of their work projected on the Melbourne School of Design building as part of MSDx Winter 2021. *Image: supplied*

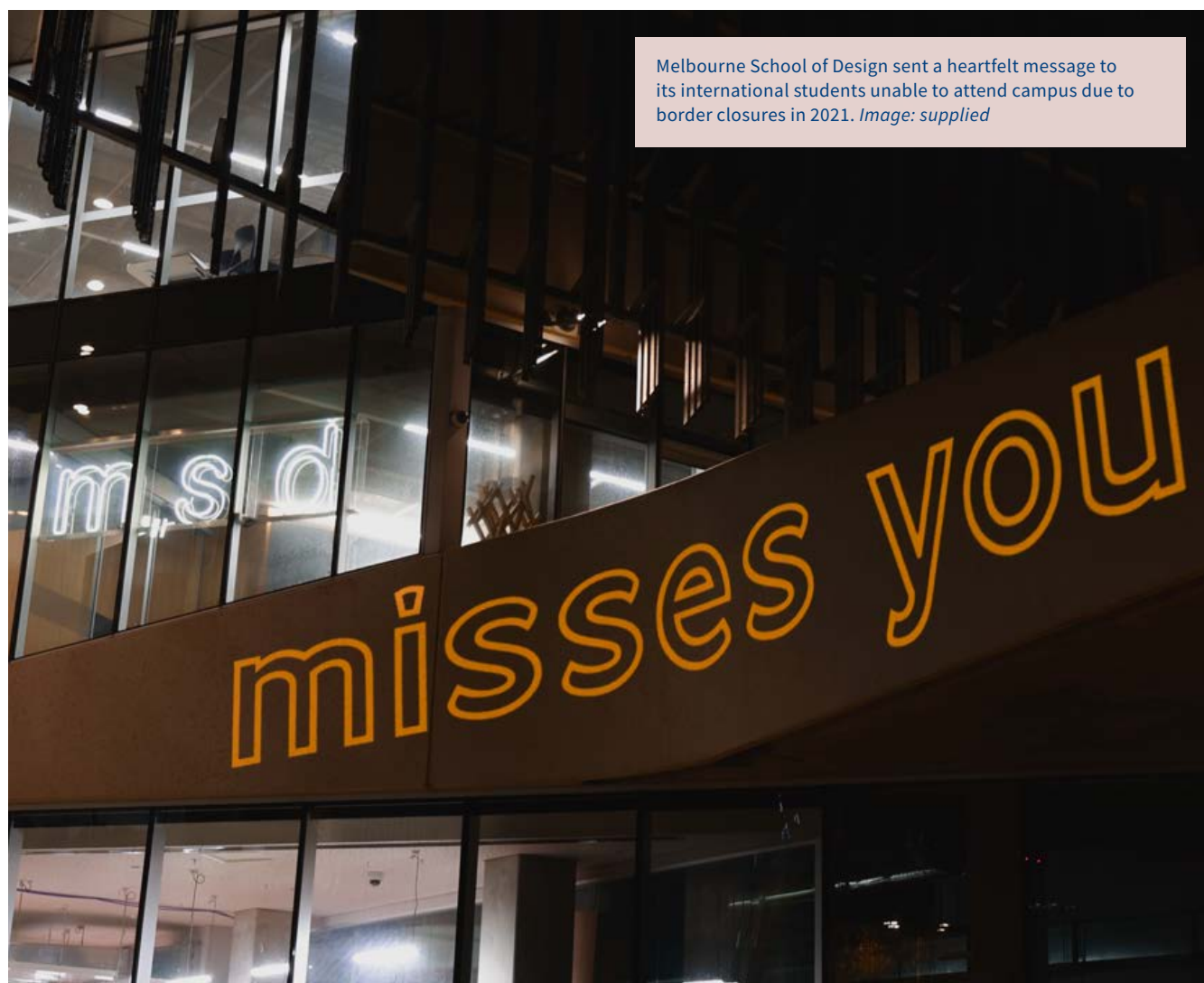




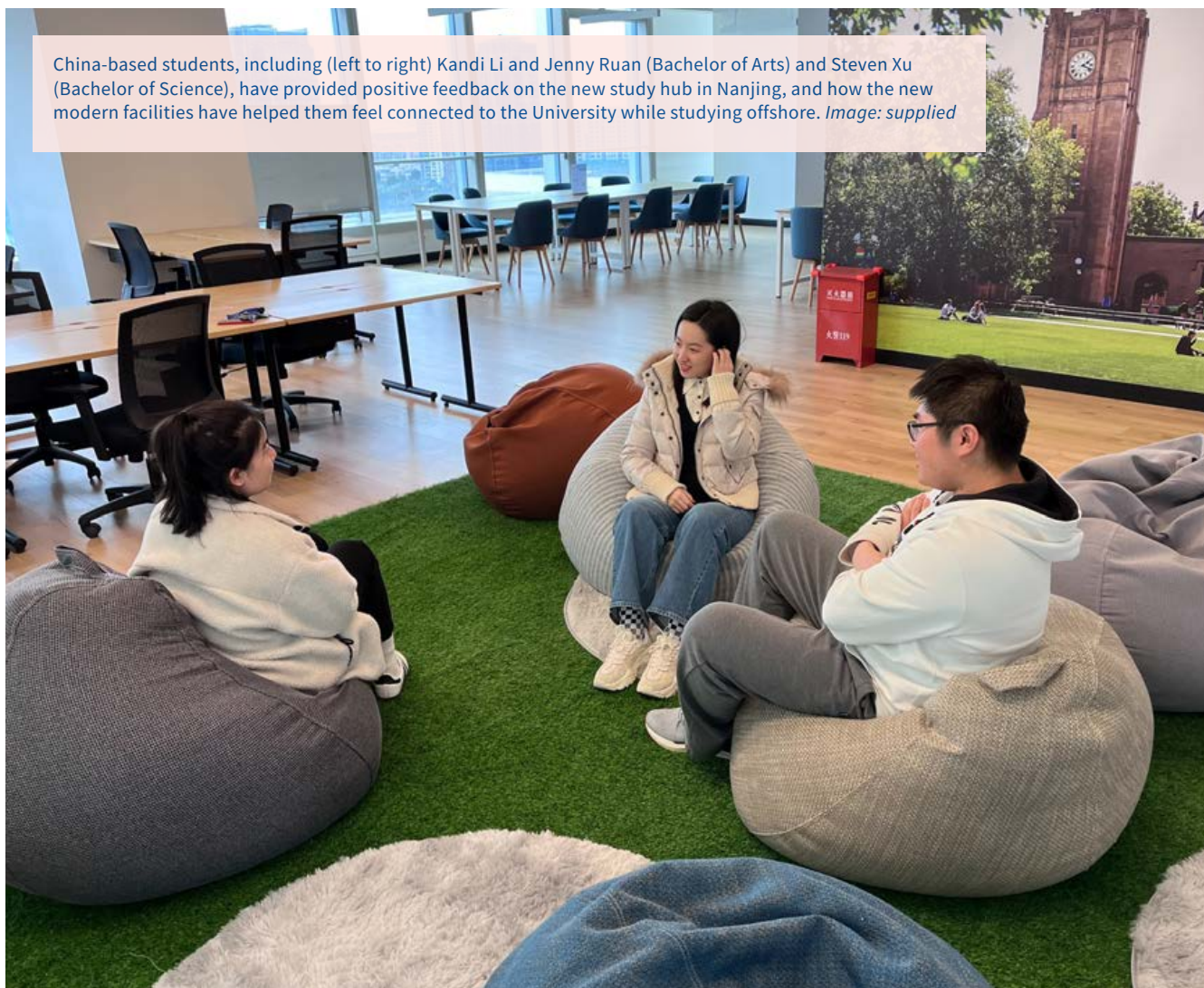
In 2021, the University of Melbourne advanced its strategic global partnerships throughout Asia and the Pacific and beyond, achieving a number of important new agreements for international research collaborations and student exchanges. The University acted quickly to make hybrid study options available to students studying outside Australia and introduced new ways of learning to ensure that its international students continued to feel supported and connected to the University.

In an increasingly connected world, international collaborations are critical in helping solve the world's global challenges. In 2021, the University of Melbourne advanced a number of significant international partnerships to further establish the University as a leading hub of knowledge and research in Asia and the Pacific, creating new opportunities for knowledge transfer and collaborations with institutions and industry.

The University appointed new directors at two of its leading centres for engagement with Asia and the Pacific. In August, former Australian Senator Lisa Singh was appointed Director of the Australia India Institute (All), the University's centre dedicated to promoting support for and understanding of the Australia-India relationship. In December, Martine Letts was appointed Chief Executive Officer at Asialink, a joint initiative established with the Australian Government's Commission for the Future and the Myer Foundation as a prominent centre for creative engagement in Asia.



China-based students, including (left to right) Kandi Li and Jenny Ruan (Bachelor of Arts) and Steven Xu (Bachelor of Science), have provided positive feedback on the new study hub in Nanjing, and how the new modern facilities have helped them feel connected to the University while studying offshore. *Image: supplied*



Acknowledging the local and global significance of the Australia-India relationship, the University took part in the India-Australia: Our Shared Future virtual forum in November in collaboration with the Victorian Government's Study Melbourne India Hub. Over 100 participants from the University joined leading experts from across India and Australia to investigate the role universities will play in the rapidly evolving futures of Australia and India.

The University also engaged with partners in China, participating in a Sustainable Cities joint dialogue with the Chinese Academy of Social Sciences.

The University strengthened its strategic engagement across China, India and Indonesia through the establishment of seed grants to advance projects across academia, government and business, and with cultural and community organisations.

Academics from the School of Culture and Communications will engage current Chinese graduates from Art History, Art Curatorship and Arts and Cultural Management programs to expand connection with their University cohort and provide opportunities for international networking. Associate Professor Kate MacNeill from the Faculty of Arts is establishing a forum to connect students in India and Australia to discuss the role of young women and leadership across health, technology, education and sustainability. And a clinical research mentoring program established by Dr Anita Horvath and Dr Nilakshi Waidyatillake from the Faculty of Medicine, Dentistry and Health Sciences will build research capacity in Indonesia and establish new research engagements transnationally.



The University's relationship with Japan as a global leader in research and innovation grew in 2021, with a virtual delegation held in October to help develop long-lasting institutional research partnerships. Led by Deputy Vice-Chancellor (Research) Professor Jim McCluskey and Pro Vice-Chancellor (Graduate and International Research) Professor Justin Zobel, the delegation met over four days to discuss partnership opportunities with a number of Japanese institutes. Collectively, the delegation committed to supporting interdisciplinary research and fostering pathways for graduate and early career researchers across Australia and Japan.

In July, the University's Nossal Institute for Global Health announced its partnership with Fiji National University to jointly evaluate UNICEF's Pacific Health and Nutrition Program. The Nossal Institute, led by the Melbourne School of Population and Global Health, works to strengthen the quality, affordability and inclusiveness of health systems across Asia and the Pacific. Findings from its evaluation of the UNICEF Pacific Health and Nutrition Program will inform the next Pacific Multi-Country Program to improve quality of care in the Pacific.



## Melbourne scholars making a mark

In 2021, Dr Marlon Perera and Professor Andrew Walter and were named as University of Melbourne Fulbright Scholars.

The Fulbright Scholarship Program supports Australian researchers to study in the United States and provides unique opportunities for Australians to build long-term research collaboration and linkages internationally.

Dr Perera is a urological surgeon whose research investigates imaging technologies in the treatment of prostate cancer. He will visit Memorial Sloan Kettering Cancer Center in New York.

Professor Walter from the School of Social and Political Sciences in the Faculty of Arts at American University in Washington DC where he explored foreign investment policy in the United States.

Professor Adrian Little, Pro Vice-Chancellor (International), believes that the Fulbright scheme provides an outstanding opportunity for scholars at the University of Melbourne to showcase their knowledge on the international stage.

"It also enables the University to bring outstanding scholars to Melbourne," said Professor Little, "thereby enriching the campus environment and contributing to building the community of Fulbright Scholars around the world."

*Five scholars from the United States have also been awarded Fulbright Scholarships and will be hosted at the University of Melbourne in 2022, pending travel restrictions.*



Despite ongoing effects of the COVID-19 pandemic, the University remained committed to strengthening its connections with the global community, and in 2021 launched a number of new initiatives to foster relationships with scholars, partners and alumni.

The University established dedicated study hubs in China in Nanjing and Shenzhen to provide University of Melbourne students living in these cities with a vibrant and supportive environment to study, socialise and maintain their sense of connection to Melbourne. The University also offered its services to the Victorian Government's Study Melbourne Hubs in Ho Chi Minh City, Kuala Lumpur and Shanghai, and virtually in India. (See pages 10, 48, 56–57, 72, 74)

The University also offered undergraduate students based in China the opportunity to study in-person at the University of Nottingham Ningbo Campus (UNNC) in Semester 2. These places were offered in UNNC faculties of Business, Humanities and Social Sciences, and Science and Engineering on an exchange-basis. More than 40 students took up this opportunity, enjoying an on-campus experience at Ningbo while studying coursework subjects across both institutions.

The University found other innovative ways to connect students to campus and celebrate their achievements. For example, the Melbourne School of Design's MSD Illuminated series turned the exterior of its Glyn Davis Building into a temporary digital canvas, projecting works by international students from the Faculty of Architecture, Building and Planning.

While most international borders remained closed, the University showcased its commitment to fostering global learning opportunities wherever possible, with student exchanges to New Zealand recommencing in Semester 2. The Trans-Tasman Bubble enabled students to undertake placements at the University of Auckland and the University of Otago, with more places made available for up to 150 students.

As part of its commitment to ensuring that curriculum is informed by a global range of perspectives, in 2021 the University established eight new international partnerships. This included forging new university-level student exchange agreements with Aalto University in Finland, KU Leuven in Belgium, and the University of California, Santa Cruz, in the United States.



The 2021 New Colombo Plan Scholars from the University of Melbourne (left to right from top) Alexandra Pozzo, Mikaylah Lepua, Saanjana Kapoor and Uka (Jasmine) Nakahigashi. (Bottom from left) Charlotte Miller, Phoebe Nadenbousch, Leah Bourne and Adelaide Pope. Image: supplied

The University signed a new agreement with the Berlin University Alliance (BUA) to strengthen collaborative research through structured joint research training in Berlin and Melbourne. The agreement will provide additional international opportunities for research collaborators and graduate researchers, making it possible for doctoral candidates to conduct a joint PhD with supervisors from one of the four BUA institutions and the University of Melbourne. The first funding round under this agreement will support up to 12 joint PhD projects in global health next year.

The Indian Institute of Science, Bangalore, and the Indian Institute of Science Education and Research, Tirupati also signed joint PhD agreements with the University, becoming the latest partners in, and offering co-funding for joint PhD candidates enrolled through, the Melbourne-India Postgraduate Academy.

The University formalised a global research alliance with the University of Toronto, and a trilateral alliance with Toronto and the University of Manchester, creating additional opportunities for collaboration including student exchanges, cross-institutional research, and partnership development. The trilateral alliance will provide global classroom programs to enable students to interact with world-leading teachers and researchers on three continents via lectures, seminars and practical classes.

The University also signed a milestone agreement to establish the Partnership in Research Indonesia and Melbourne program. Together with the Indonesian Government and Indonesia's leading universities, the initiative facilitates research and academic cooperation across health, science, engineering, social sciences and health sciences, addressing some of the major global challenges including in primary care, health systems, infectious disease and adolescent health.

In November, eight students were selected to represent the University as New Colombo Plan Scholars at institutions across the Indo-Pacific, representing the largest cohort of students chosen from the University of Melbourne since the initiative was launched in 2014.

The New Colombo Plan Scholarship Program is a Federal Government funding scheme providing opportunities for Australian undergraduate students to undertake semester-based study and internships or mentorships in 40 participating Indo-Pacific locations. This highly competitive program awards approximately 120 scholarships each year to students from universities around Australia, aiming to strengthen Australia's connections with the region.

In line with the University's Reconciliation Action Plan, Professor Adrian Little, Pro Vice-Chancellor (International) led formation of an Indigenous Knowledge Network in the Association of Pacific Rim Universities (APRU). Planning focused on the first face-to-face meeting of the network. This will take place in Chiapas, Mexico in 2022 with representatives from 10 APRU member universities from Australia, Canada, Ecuador, Hawaii, Malaysia, Mexico, New Zealand/Aotearoa and West Coast United States.

## TRACKING PERFORMANCE

**#33** in the Times Higher Education Global Rankings.

**#33** in the world in the Academic Ranking of World Universities.

# Taking the lead on climate action

As the COP26 conference in late 2021 demonstrated, the world stands at a critical juncture for reducing greenhouse gases and limiting global warming to no more than 1.5° C above pre-industrial temperatures.

Established in 2021, Melbourne Climate Futures is a multidisciplinary research initiative at the University of Melbourne, bringing together researchers from different academic backgrounds to develop practical outcomes for the challenges ahead.

The University recognises that the task of mitigating the effects of climate change over the next ‘critical decade’ requires accelerated action from all sectors of society and takes seriously the responsibility of using its research and networks to advocate for and lead efforts to address the climate emergency.

Melbourne Climate Futures is leading the University’s climate action by harnessing multidisciplinary expertise towards a goal of reaching net zero emissions – articulated on a University, national and global level – and maintaining a safe operating climate for the planet.

Working across academic disciplines, government and community institutions and industries, Melbourne Climate Futures advocates for real climate action built on decades of research into all aspects of the global climate challenge, including the impacts of climate change in the Pacific, energy futures, bushfire resilience and sustainable cities, as well as innovative climate policy and legal approaches.

Melbourne Climate Futures is led by Professor Jacqueline Peel, a world-leading expert in climate law and climate change litigation. Professor Peel is a lead author for the United Nations’ Intergovernmental Panel on Climate Change’s (IPCC) Working Group III’s contribution to its Sixth Assessment Report.

She contributes to public and policy debate on climate and energy transition issues, including through her work with the International Law Association’s Committee on Legal Principles on Climate Change and the Australian Panel of Experts in Environmental Law. Professor Peel believes that universities are critical, not only in using research to mitigate and adapt to the effects of climate change, but also in empowering and inspiring the next generation of researchers and students to strive for more.

“Everyone needs to step up,” said Professor Peel. “There has never been a more important time to act on climate change. Melbourne Climate Futures was set up to take forward this mission, and with the new targets outlined at COP26, the University of Melbourne is playing its part in finding a positive solution.”

Professor Peel is supported at Melbourne Climate Futures by Deputy Director of Strategic Partnerships and Community Impact, Associate Professor Ben Neville from the Faculty of Business and Economics, and Professor Kathryn Bowen from the Melbourne School of Global and Population Health. Professor Bowen is Melbourne Climate Futures’ Deputy Director of Knowledge Translation and Policy Impact, a lead author on the IPCC’s Working Group II on impacts and adaptation and an Affiliate Scholar at the Institute for Advanced Sustainability Studies in Potsdam.

Throughout 2021, Melbourne Climate Futures worked with University researchers, business and government to guide discussions on climate action. At COP26, the group worked to extend its networks and influence, convening and showcasing opportunities to improve Australia’s action on climate change.

Working with the University’s Sustainability team, Melbourne Climate Futures led the push to elevate the University’s own climate action ambitions. In October, University Council endorsed establishment of new, more ambitious emissions targets to achieve carbon neutral by 2025 (as certified under the Federal Government’s Climate Active standard) and reach climate-positive status by 2030.

In November, the University joined the global Race to Zero campaign to reinforce its willingness to collaborate to reduce greenhouse gas emissions and to continue to advocate for stronger policies from political and business leaders.

Climate change is a key strategic priority in the University’s *Advancing Melbourne* strategy.

Rose Hiscock, Director of Museums and Collections at the University, believes that Melbourne Climate Futures builds on the establishment in 2020 of the University’s Cultural Strategy to bring together science, art and public advocacy, and tell stories that need to be told.

“While these two initiatives may sound disparate,” Ms Hiscock says, “their formation is not coincidental – they are aligned through timing, leadership and appetite for change.”

“The cultural sector has earned a great deal of trust over time and combined with science, we can influence positive and long-term change.”

Vice-Chancellor Professor Duncan Maskell agrees.

“It’s important that we ‘walk the talk’ on decarbonisation when it comes to our own operations and stand behind our researchers and students across the higher education sector, to do our part to reduce the impacts of climate change.”





***Professor Jacqueline Peel***

Director of Melbourne Climate Futures, Professor Jacqueline Peel, makes important contributions to public and policy debate on climate and energy transition issues, including through her work with the Intergovernmental Panel on Climate Change, Working Group III on mitigation policy, and the Australian Panel of Experts in Environmental Law.  
*Image: Michael Kai*

# ORGANISATIONAL AND STUDENT STATISTICS

Student statistics	2017	2018	2019	2020	2021
Median ATAR <sup>1</sup>	93.65	93.40	93.30	93.65	93.40
Students (EFTSL) <sup>2</sup>					
Total EFTSL	50,220	52,676	54,581	52,165	54,411
Research Higher Degree	3518	3436	3347	3123	3378
Postgraduate coursework	20,862	22,544	23,640	22,190	22,705
Undergraduate	25,840	26,696	27,594	26,852	28,317
Female enrolment (%)	56.4	56.6	56.9	57.3	57.7
International EFTSL	19,988	22,438	23,840	21,468	21,839
International students (%)	40	43	44	41	40
Total Indigenous student enrolments	341	382	437	463	543
Commonwealth Supported Places (incl. Research training programs)	24,794	24,966	25,546	25,425	27,099
Award completions					
Research Higher Degree (excluding higher doctorates)	825	1,019	967	901	729
Postgraduate coursework	11,281	11,993	12,981	11,845	12,801
Undergraduate	7880	8357	8457	8392	9305
<b>Total</b>	<b>19,986</b>	<b>21,369</b>	<b>22,405</b>	<b>21,138</b>	<b>22,835</b>
Staff statistics <sup>3, 4</sup>					
Total academic staff (FTE)	4203	4444	4835	4754	4904
Total professional staff (FTE)	4223	4473	4679	4435	4546
<b>Total staff (FTE)</b>	<b>8426</b>	<b>8917</b>	<b>9514</b>	<b>9189</b>	<b>9451</b>
Key organisational statistics					
Research performance indicators <sup>2</sup>					
Research income (\$million) <sup>5</sup>	478	474	495	652	637
Web of Science indexed publications <sup>6</sup>	7087	7659	8859	9407	9365
Graduate research completions (excluding higher doctorates)	825	1019	967	901	729
Financials (\$million) <sup>7</sup>					
Operating income (\$million)	2274	2494	2531	2426	2660
Operating expenditure (\$million)	2248	2437	2495	2417	2513
Operating result <sup>8</sup> (\$million)	26	58	37	9	147
Operating margin (%)	1.1	2.3	1.4	0.4	5.5

1. Median ATAR for enrolled students are based on both Commonwealth Supported Place and international onshore Year 12 students.

2. Equivalent full-time student load (EFTSL). 2021 student enrolments, awards and research performance indicators are estimates based on best available data.

3. Staff full-time equivalent (FTE) includes continuing, fixed-term and casual staff.

4. Employees are correctly included in workforce data collections.

5. 2021 unconfirmed figures, final Higher Education Research Data Collection (HERDC) audited figures available June 2021.

6. As of 5 January 2022.

7. Amounts represent University financial results excluding subsidiaries.

8. Operating result represents the University's accounting surplus less net discretionary financing income and expenditure, infrastructure grants and endowment philanthropic income.

## Explanatory note

Employees correctly included in workforce data generated for the 2021 annual reporting period based on the last pay period of the reporting cycle.

## 2021 ENROLMENT BY AREA OF STUDY (EFTSL)





# UNIVERSITY GOVERNANCE

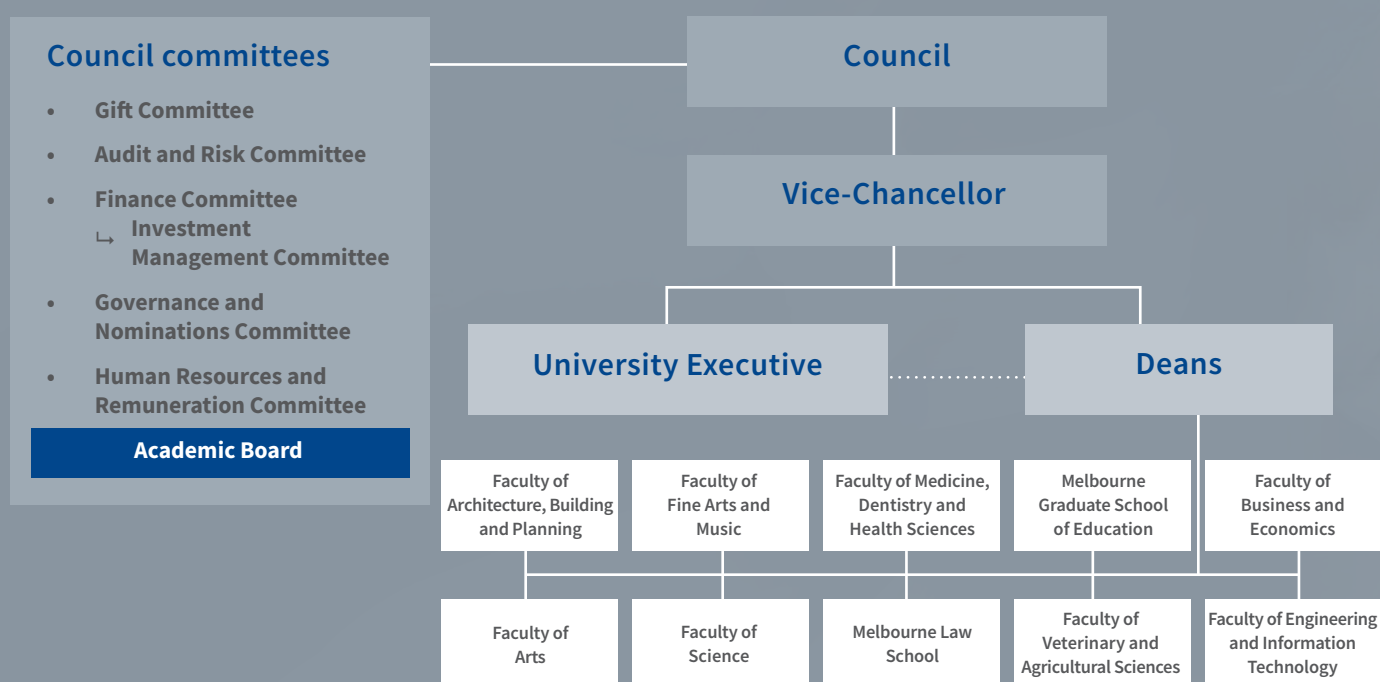
The University of Melbourne was established by an Act of the Victorian Parliament in April 1853. The 13-member University Council is the governing body of the University and oversees its entire direction and superintendence.

Specific powers and functions of Council, as defined by the *University of Melbourne Act 2009* (Section 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 management of the University and its performance
- d. To oversee management and control of property and business affairs of the University
- e. To oversee management and control of University 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.

There are six Council committees including Academic Board, the chief academic body responsible for academic quality assurance. The University has 10 faculties and is led and managed by the Vice-Chancellor and University Executive.

The University is compliant with the Universities Australia and University Chancellors Council's 'Voluntary Code of Best Practice for the Governance of Australian Public Universities'.



This organisational chart represents the structure as at 31 December 2021.

#### UNIVERSITY STATUTES AND REGULATIONS

The University Statute, Regulations and Standing Resolutions of Council are administered in accordance with provisions of the *University of Melbourne Act 2009*.

The University's regulatory framework comprises the University of Melbourne Statute, three regulations – the Council Regulation, Academic Board Regulation and Vice-Chancellor Regulation – and University policies and processes.

#### COUNCIL

The formal Council meeting is normally preceded by an informal session focused on discussion of strategy. This provides an opportunity for Council to dedicate time to emerging strategic matters and give constructive input to strategy development.

#### COUNCIL MEMBER ATTENDANCE AT 2021 COUNCIL MEETINGS

Category of appointment	Council member attendance at Council meetings held during 2021	Eligible meetings	Attended meetings	Leave of absence
Chancellor	<b>Allan Myers AC QC</b>	7	7	0
Vice-Chancellor	<b>Professor Duncan Maskell</b>	7	7	0
President of Academic Board	<b>Professor Janet Hergt</b>	3	3	0
President of Academic Board	<b>Professor Andrew Kenyon</b>	4	4	0
Ministerial appointment	<b>Mark Leibler AC</b>	7	7	0
Governor-in-Council appointment	<b>Dr Helen Szoke AO</b>	7	7	0
Governor-in-Council appointment, Deputy Chancellor	<b>Jane Hansen AO</b>	7	7	0
Governor-in-Council appointment	<b>Wendy Stops</b>	7	6	1
Council appointment	<b>Professor Joseph J Y Sung SBS JP</b>	7	7	0
Council appointment	<b>Nadia Carlin</b>	7	7	0
Council appointment	<b>Dr Andrew Cuthbertson AO</b>	7	5	0
Council appointment	<b>Andrew Sisson AO</b>	7	7	0
Staff-elected member of Council	<b>Professor Marilys Guillemin</b>	7	7	0
Student-elected member of Council	<b>Desiree Cai</b>	7	6	0

## UNIVERSITY COUNCIL



### Chancellor

[ALLAN J MYERS AC QC](#)

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

Appointed Chancellor 1 January 2017 and reappointed in 2019 for second term commencing 1 January 2020. Chair of University of Melbourne's Humanities Foundation Board and inaugural Chair of Campaign Board for *Believe – The Campaign for the University of Melbourne*. Governor of Ian Potter Foundation. President of Council of Trustees of the National Gallery of Victoria from 2003 until 2012. Chair of National Gallery of Australia Council and Museums and Art Galleries Board of the Northern Territory from 2012 until 2018. Member of Council of Newman College, and of Graduate Studies Advisory Board of the Law Faculty at the University of Melbourne and of the Law Faculty at Oxford University. Founding Chair of Grattan Institute from 2008 until 2015. 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.

*Term of office concluding 31 December 2022.*



### Deputy Chancellor

[JANE HANSEN AO](#)

BEC *Monash* MFin and BA *Columbia* BA *Melb* FUniv *Melb*

Appointed 1 January 2016 (Governor-in-Council appointment). Reappointed (interim term) 1 January 2019. Re-appointed 1 July 2019. Reappointed 1 January 2022. Elected Deputy Chancellor 1 January 2018. Re-elected Deputy Chancellor 1 January 2019. Re-elected Deputy Chancellor 1 January 2021 to 31 December 2022. Field of experience: international investment banking, mergers and acquisitions, strategy and corporate finance. Chair of Board of Management 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. Board member of Opera Australia. Board member of The Lord Mayor's Charitable Foundation and member of Chief Executive Women. Chair and CEO of the Hansen Little Foundation.

*Term of office concluding 31 December 2024.*



### Vice-Chancellor

[PROFESSOR DUNCAN MASKELL](#)

MA PhD *Cantab* FMedSci HonAssocRCVS

Appointed Vice-Chancellor 1 October 2018. Past Senior Pro-Vice-Chancellor at the University of Cambridge. Field of experience: infectious diseases, higher education and research, entrepreneurship. Director of Grattan Institute, Melbourne Business School and Melbourne Theatre Company. Member of the Board of Group of Eight and Universities Australia. Non-executive Director of CSL Limited. Ex-officio member of the University's companies and controlled entities.



#### **President of Academic Board**

##### **PROFESSOR JANET HERGT**

BSc(Hons) *La Trobe* PhD *ANU* FGSAus

Appointed 1 January 2021. Ex-officio member of Council as elected President of Academic Board. Field of experience: geology, geochemistry, higher education and research. Currently Redmond Barry Distinguished Professor Emeritus. Former Dean and Deputy Dean of Faculty of Science, University of Melbourne. Academic Board Officer 2017–2021, and former Head of Earth Sciences, University of Melbourne, 2005–2013. Vincent Fairfax Fellow, 2018.

*Term of office concluded 25 June 2021.*



#### **President of Academic Board**

##### **PROFESSOR ANDREW KENYON**

LLB(Hons) *Melb* LLM(Dist) *Lond* PhD *Melb*

Appointed 26 June 2021. Ex-officio member of Council as elected President of Academic Board. Field of experience: law, higher education and research. Professor of Law at the Centre for Media and Communications Law in the Melbourne Law School, University of Melbourne. Investigator in the multi-institution ARC Centre of Excellence for Automated Decision-Making and Society.

*Term of office commenced on 26 June 2021 and concludes 31 December 2022.*



##### **NADIA CARLIN**

BCom *Melb*

Appointed 1 January 2019 (Council appointment). Reappointed 1 January 2022. Field of experience: risk, assurance and governance services, provision of audit services to public and private companies in Australia across a diverse range of industries and business models, Covid-19 recovery and public health expertise. Former Chief Risk Officer, Executive Board and Governance Board member at PwC. Advisor to the Trustees of the Edwin and Marion Flack Charitable Trust. Fellow of the Institute of Chartered Accountants in Australia.

*Term of office concluding 31 December 2024.*



##### **DR ANDREW CUTHBERTSON AO**

BMedSci *Melb* MBBS *Melb* PhD *Melb*

Appointed 1 January 2020 (Council appointment). Field of experience: biotechnology, immunology, vaccine development. Non-executive Director of CSL Limited Board. Previously CSL R&D Director and Chief Scientific Officer. Enterprise Professor, Faculty of Medicine, Dentistry and Health Sciences, University of Melbourne. Board Member of Centre for Eye Research Australia and the Grattan Institute. Fellow of the Australian Academy of Science, Australian Academy of Health and Medical Sciences and Australian Academy of Technological Sciences.

*Term of office concluding 31 December 2022.*





### MARK LEIBLER AC

LLB (Hons) *Melb* LLM *Yale* Hon LLD *Melb*

Appointed 1 April 2017 (Ministerial appointment). Reappointed 1 January 2020. Field of experience: law, business, Jewish affairs, and Aboriginal and Torres Strait Islander social justice. Senior Partner, Arnold Bloch Leibler. National Chairman of the Australia/Israel & Jewish Affairs Council. Governor of the Australia-Israel Chamber of Commerce. Member of the World Board of Trustees and Executive of Keren Hayesod-United Israel Appeal. Member of the Board of Governors and Executive of the Jewish Agency for Israel and member of the Board of Governors of Tel Aviv University. Founding member and Co-Chair from 2005 to 2011 of the board of Reconciliation Australia. Former Co-Chair of both the Expert Panel and Referendum Council on Constitutional Recognition of Indigenous Australians that culminated in 2017 with the release of the Uluru Statement from the Heart.

*Term of office concluding 31 December 2022.*



### MR ANDREW SISSON AO

BSci *Melb*

Appointed 1 January 2020 (Council appointment). Field of experience: investment management. Founder, Balanced Equity Management. Director of Opera Australia and Trustee of the Helen Macpherson Smith Trust. Former Trustee of National Gallery of Victoria and former director of Save the Children Australia. Former member of the Takeovers Panel. Fellow of the Australian Institute of Company Directors.

*Term of office concluding 31 December 2022.*



### WENDY STOPS

BAppSc (IT) *CIT* GAICD

Appointed 1 January 2016 (Governor-in-Council appointment). Reappointed (interim term) 1 January 2019. Reappointed 1 July 2019. Reappointed 1 January 2022. Field of experience: information technology (including large-scale program management) and management consulting, risk and quality management, across many industry sectors and geographies. Non-executive Director at Coles Group, Blackmores and Fitted for Work. Chair of Industry Advisory Board for the Centre for Business Analytics at Melbourne Business School. Member of the Digital Experts Advisory Committee for the Department of Prime Minister and Cabinet's Digital Technology Taskforce. Member of the Australian Institute of Company Directors' Governance of Technology and Innovation Panel. Member of Chief Executive Women and its Leaders Program Committee. Previous Non-executive Director at the Commonwealth Bank of Australia and Altium.

*Term of office concluding 31 December 2024.*

### PROFESSOR JOSEPH J. Y. SUNG SBS JP

MBBS HKU MD CUHK PhD UCalgary FRCP London FRCP Edin FRCP Glasgow FRACP  
FAGA FACG FHKCP FHKAM (Medicine)

Appointed 1 January 2018 (Council appointment). Reappointed 1 January 2021.

Field of experience: gastroenterology, University teaching and leadership.

Distinguished University Professor, Senior Vice-President (Health and Life Sciences) and Dean of Medicine, Nanyang Technological University in Singapore. Emeritus Professor, The Chinese University of Hong Kong. Academician, Chinese Academy of Engineering. Chief Scientific Officer, Precision Medicine Institute, First Affiliated Hospital, Sun Yat-sen University. Former Vice-Chancellor and President of Chinese University of Hong Kong (2010 to 2017). Former Director of Institute of Digestive Disease, Stanley Ho Center of Emerging Infectious Diseases. Director of Dr Stanley Ho Medical Development Foundation and CUHKMC, Governor of Charles Ko Foundation, Council Chairman of Wu Zhi Qiao (Bridge to China) Charitable Foundation.

*Term of office concluding 31 December 2023.*



### DR HELEN SZOKE AO

BA Tas GDip Melb PhD Melb HonLLD Deakin FIPA GAICD FAIIA FIPAA

Appointed 16 May 2018 (Governor-in-Council appointment). Reappointed 1 January 2021.

Field of experience: public policy, social justice, human rights and international development. Non-executive Director of Life Without Barriers. Co-chair of the Collingwood Expert Advisory Group on Anti-Racism. Advisory Committee member of the Climate Project Griffith University and member of the Expert Panel to Indigenous Business Australia. Independent member of the Judicial Commission of Victoria.

Lead Reviewer for the Review of Issues Management and Culture for the CFA.

Member of Advisory Boards for the Royal College of Surgeons and the Royal Australian and New Zealand College of Obstetricians and Gynaecologists. Member of the Advisory Board for the Melbourne School of Government. Former inaugural Chair of You Matter and CEO of Oxfam Australia.

*Term of office concluding 31 December 2023.*



### Staff-elected member of Council

#### PROFESSOR MARILYS GUILLEMIN

PhD Melb MEd Murdoch DipEd Melb BAppSc RMIT

Appointed 1 October 2016. Reappointed 1 October 2019. Field of experience:

health sociology and ethics, higher education and research. Professor of Sociology in the Centre for Health Equity, School of Population and Global Health, and Associate Dean (Learning and Teaching), Faculty of Medicine, Dentistry and Health Sciences, University of Melbourne. Board member, Orygen.

*Term of office concluding 30 September 2022.*



### Student-elected member of Council

#### DESIREE CAI

Appointed 1 December 2020. Field of experience: current Bachelor of Arts student

at the University of Melbourne. President of National Union of Students in 2019.

Consultant on TEQSA Student Expert Advisory Group in 2019. President of University of Melbourne Student Union 2017–2018. Student member of Academic Board, 2018.

Student member on Faculty of Arts Course Standing Committee, 2017.

*Term of office concluding 30 November 2022.*





## GOVERNANCE STRUCTURE

Governance of the University of Melbourne, subject to provisions of the *University of Melbourne Act 2009*, is detailed in Part 3 of the Council Standing Resolutions. Council was assisted in its deliberations in 2021 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, philanthropy and law.

### AUDIT AND RISK COMMITTEE

**Chair:** Nadia Carlin

**Members:** Professor Janet Hergt (until June 2021), Jenny Johanson, Professor Andrew Kenyon (from June 2021), Mark Leibler AC, Kylie Maher, Carol Pagnon, Wendy Stops, Dr Helen Szoke AO, Penelope Walter

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.

Audit and Risk Committee supports Council in overseeing and monitoring assessment and management of risk across the University, including 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, 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.

#### *In 2021*

The Audit and Risk Committee monitored and oversaw risks relating to the impact of the COVID-19 pandemic and risks associated with the University's Pandemic Reset Program. The Committee also continued its work on University risk management, compliance and audit matters.

### FINANCE COMMITTEE

**Chair:** Allan J Myers AC QC

**Members:** Nadia Carlin, Jane Hansen AO, Professor Janet Hergt (until June 2021), Professor Andrew Kenyon (from June 2021), Professor Duncan Maskell, Andrew Sisson, Wendy Stops

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.

#### *In 2021*

Due to the continued and uncertain impacts of the pandemic, the Finance Committee continued to closely monitor the University's financial outlook. The Committee made recommendations to Council regarding the financial strategy and implementation of mitigation strategies to address financial risks.

### INVESTMENT MANAGEMENT COMMITTEE

**Chair:** Andrew Sisson AO

**Members:** Liliana Colla, Amanda Fong, Professor Paul Kofman, Mark Leibler AC, Peter Scott, Allan Tait

Investment Management Committee is a subcommittee of Finance Committee. It exercises governance oversight of the University's investment funds, supervises selection and performance of fund managers and advisers appointed to give effect to the University's investment objectives. The Committee exercises a stewardship role in relation to management of investment funds.

#### *In 2021*

The Investment Management Committee worked closely with its primary investment managers and advisers to review and implement strategies to achieve its long-term investment objectives. In addition, the Committee made significant progress in relation to its review of the University's investment governance and operating model.

## GIFT COMMITTEE

**Chair:** Jane Hansen AO

**Members:** Professor Mark Cassidy, Professor Marilys Guillemain, Associate Professor Daniel Halliday, Lara McKay, Jim McCluskey AO (until September 2021), Peter McMullin AM, Allan J Myers AC QC, Professor Nicola Phillips (from September 2021), Eda N Ritchie AM, Professor Michael Wesley

Gift Committee assists Council in overseeing and administering philanthropic funds from donors to any part of the University. It ensures appropriate and effective acceptance and use of any gift, bequest and pledge 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.

### *In 2021*

The Gift Committee amended its terms of reference to better reflect the Committee's work in the stewardship of donors, strengthen the governance and referral arrangements for gift acceptance, and address compliance obligations. Gift Committee also considered and approved a number of gifts dedicated to climate change and biomedical research, and scholarships for Indigenous and disadvantaged students.

## HUMAN RESOURCES AND REMUNERATION COMMITTEE

**Chair:** Allan J Myers AC QC

**Members:** Nadia Carlin, Mark Leibler AC, Wendy Stops, Dr Helen Szoke AO

Human Resources (HR) and Remuneration Committee exercises governance responsibilities in oversight of the remuneration of senior officers of the University of Melbourne and the HR strategy of the University.

### *In 2021*

The Human Resources and Remuneration Committee requested a review of the University's policies and processes for managing sexual harassment and sexual assault and monitored the development of the University's new standalone Sexual Misconduct Prevention and Response Policy. The Committee received important updates on key Human Resources matters including the proposed approach to the new enterprise agreement and casual employment matters. It continued to monitor the performance and remuneration of the leadership executive of the University.

## GOVERNANCE AND NOMINATIONS COMMITTEE

**Chair:** Allan J Myers AC QC

**Members:** Jane Hansen AO, Professor Janet Hergt (until June 2021), Professor Andrew Kenyon (from June 2021), Mark Leibler AC, Professor Duncan Maskell

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.

### *In 2021*

The Governance and Nominations Committee endorsed amendments to various policies for Council approval. This concluded a review of all Council-approved policies. By recommending these changes to Council, the Committee supported Council's primary responsibility for establishing policy consistent with legal requirements and community expectations.

## ACADEMIC GOVERNANCE

Academic Board is established by Council under the *University of Melbourne Act 2009* and by the University of Melbourne Statute. 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 acts as the final appeal body for students in accordance with the Academic Board Regulation. The President of Academic Board is a biennially elected position and supported by a Vice-President and Deputy Vice-President.

### **President of Academic Board**

Professor Janet Hergt (until June 2021)  
BSc(Hons) *La Trobe* PhD *ANU* FGSAus

Professor Andrew Kenyon (from June 2021)  
LLB(Hons) *Melb* LLM(Dist) *Lond* PhD *Melb*

### **Vice-President of Academic Board**

Professor Andrew Kenyon (until June 2021)  
LLB(Hons) *Melb* LLM(Dist) *Lond* PhD *Melb*

Professor Karen Farquharson (from June 2021)  
BA *Berkeley* MA PhD *Harvard*

### **Deputy Vice-President of Academic Board**

Professor Karen Farquharson (until June 2021)  
BA *Berkeley* MA PhD *Harvard*

Professor David Shallcross (from June 2021)  
BEng(Chem) PhD *Melb*

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 2021 and was supported in its work by the following subcommittees:

Academic Programs Committee

Higher Degrees by Research Committee

Selection Procedures Committee

Teaching and Learning Quality Assurance Committee

## SENIOR LEADERSHIP

### **University Executive Committee**

The University Executive Committee comprises senior leaders in Academic Divisions and Chancellery. The committee is responsible for overseeing matters relating to University strategy. It oversees finalisation of the University's strategic plan and preparation of the annual University budget. University Executive monitors divisional performance against plans and budgets, the University's capital program and major projects.

### **Vice-Chancellor**

Professor Duncan Maskell  
MA PhD *Cantab* FMedSci HonAssocRCVS

### **Provost**

Professor James McCluskey AO (Acting Provost until September 2021)  
BMedSci MBBS MD *UWA* FRACP FRCPA FAA

Professor Nicola Phillips (from September 2021)  
BA(Hons) *KCL* MSc PhD *LSE* FAcSS

### **Deputy Vice-Chancellor (Academic) and Deputy Provost**

Professor Gregor Kennedy  
BA(Hons) PhD *Melb*

### **Deputy Vice-Chancellor (International)**

Professor Michael Wesley  
BA(Hons) *UQ* PhD *St And*

### **Deputy Vice-Chancellor (Research)**

Professor Mark Hargreaves (Acting DVC (Research) until September 2021)  
BSc *Melb* MA *BSU* PhD *Melb* FESSA FACSM FAPS

Professor James McCluskey AO (from September 2021)  
BMedSci MBBS MD *UWA* FRACP FRCPA FAA

### **Deputy Vice-Chancellor (Student Life) and Deputy Provost**

Professor Kerri-Lee Krause (until March 2021)  
MA PhD *Macquarie* FSRHE MAICD

### **Pro Vice-Chancellor (Student Life)**

Professor Sarah Wilson (from May 2021)  
BSc PhD *Melb* FAHMS FASSA

### **Pro Vice-Chancellor (Indigenous)**

Professor Shaun Ewen  
B App Sc (Physio) *UniSA* M Int St *UniSA* D Ed *Melb*

### **Vice-President (Administration and Finance) and Chief Operating Officer**

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

### **Vice-President (Strategy and Culture)**

Dr Julie Wells  
BA DipEd *UWA* BA(Hons) *Murdoch* PhD *Monash*



**Vice-President (Advancement)**

Mr Nick Blinco  
BA Hull MSt Oxon

**President of Academic Board**

Professor Janet Hergt (until June 2021)  
BSc(Hons) La Trobe PhD ANU FGSAus

Professor Andrew Kenyon (from June 2021)  
LLB(Hons) Melb LLM(Dist) Lond PhD Melb

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

Professor Julie Willis  
BArch BPD PhD Melb

**Dean of Faculty of Arts**

The Revd Professor Russell Goulbourne  
BA MA DPhil Oxon

**Dean of Faculty of Business and Economics**

Professor Paul Kofman (Co-Dean)  
MEc PhD Erasmus

Professor Ian Harper (Co-Dean and Dean,  
Melbourne Business School)  
BEc(Hons) UQ MEc PhD ANU FASSA FAICD

**Dean of Faculty of Engineering and Information Technology**

Professor Mark Cassidy  
BEng(Hons) UQ PhD Oxon FTSE FIEAust GAICD

**Dean of Faculty of Fine Arts and Music**

Professor Marie Sierra  
BFA TU MFA UTAS GradDipEd Deakin PhD RMIT

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

Professor Jane Gunn (interim Dean, February to October 2021;  
Dean from October 2021)  
MBBS PhD Melb FAHMS FRACGP

**Dean of Faculty of Science**

Professor Moira O'Bryan  
BSc(Hons) Melb PhD Melb

**Dean of Faculty of Veterinary and Agricultural Sciences**

Professor John Fazakerley  
BSc (Hons) Durh PhD Lond MBA Edin

**Dean of Melbourne Graduate School of Education**

Dr Jim Watterston  
DipEd BEd Edith Cowan MEd Curtin DEd UWA

**Dean of Melbourne Law School**

Professor Pip Nicholson  
BA LLB Melb MPP ANU PhD Melb

**UNIVERSITY EXECUTIVE SUB-COMMITTEES**

In 2021, University Executive established the following four sub-committees to support its program of work and terms of reference:

Diversity and Inclusion Subcommittee

Resources and Operations Subcommittee

Risk Management and Compliance Subcommittee

Strategy Coordination and Planning Subcommittee

# COVID-19 GOVERNANCE RESPONSE

During 2021, the University's key decision-making bodies – including Council and University Executive – continued to address the University's response to the COVID-19 pandemic and strategic priorities.

The University discontinued two advisory taskforces previously established to consider new ways of working in relation to critical areas of concern with aspects of their work taken up by the new subcommittees of University Executive. The Resources and Operations Subcommittee absorbed some key functions of the Resources Taskforce and the Strategy Coordination and Planning Subcommittee absorbed some of the business of the Future State Taskforce.

In addition to the key decision-making bodies, the University's governance framework to support decision making in response to the COVID-19 pandemic included the overarching Pandemic Response Group, supported by the Pandemic Response Team and COVID-19 Monitoring Group, providing response in alignment with divisions and portfolios.

## PANDEMIC RESPONSE GROUP

The Pandemic Response Group continued to oversee the University's operational response to the pandemic. It provided coordination and communication across the University to balance immediate responses to COVID-19 with future needs, including planning and implementation for pandemic recovery.

## MEMBERSHIP

- Professor Jane Gunn, Chief Public Health Adviser
- Professor Mark Hargreaves, Acting Deputy Vice-Chancellor (Research) (until September 2021)
- Professor Jim McCluskey AO, Acting Provost (until September 2021) and Deputy Vice-Chancellor (Research) (from September 2021)
- Professor Nicola Phillips, Provost (from September 2021)
- Mr Neil Robinson, COVID-19 Incident Coordinator
- Mr Allan Tait, Vice-President (Administration and Finance) and Chief Operating Officer (Chair)
- Dr Julie Wells, Vice-President (Strategy and Culture)

In 2021, the Pandemic Response Group, supported by the Pandemic Response Team and COVID-19 Monitoring Group, oversaw day-to-day considerations and changes in the regulatory, public health and operational environment pertaining to COVID-19 and escalated issues as required for resolution. The COVID Monitoring Group and divisional and portfolio leads provided guidance to University staff and students on broader University plans and COVID-safe operations.

### Short term: 2020

Immediate response and horizon planning

### Medium term: 2021–2022

### Long term: 2023 and beyond

#### Pandemic Response Group

- Advisory to Vice-Chancellor, Vice-Chancellor's Advisory Group and University Executive on operational matters arising from the pandemic, including health and safety, business continuity and student and staff matters
- Supported by Pandemic Response Team and COVID-19 Monitoring Group which oversaw the regulatory, public health and operational environment pertaining to COVID-19 and escalated issues as required

#### Resources Taskforce

Advisory to Vice-Chancellor's Advisory Group on response to income reduction and operational implications of Future State Taskforce recommendations

Key ongoing functions transferred to Resources and Operations Subcommittee of University Executive

#### Future State Taskforce

Advisory to Vice-Chancellor's Advisory Group and University Executive on opportunities and risks in response to COVID-19 (short and longer term)

Key ongoing functions transferred to Strategy Coordination and Planning Subcommittee of University Executive

#### Vice-Chancellor's Advisory Group

- Advises University Executive on major strategic issues (financial and non-financial) likely to impact achievement of strategy, capital, people, risk and reputation
- Collaborates with the Pandemic Response Group on planning as COVID-19 situation evolves

#### University Executive

University Executive is the University's principal management committee. In 2021, University Executive established four subcommittees:

- Diversity and Inclusion Subcommittee
- Resources and Operations Subcommittee
- Risk Management and Compliance Subcommittee
- Strategy Coordination and Planning Subcommittee

#### Council

Council is the University's governing body and approves major strategic and financial directions for the University



## FACULTIES, SCHOOLS AND 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

### FACULTY OF ARTS

Faculty of Arts comprises the following schools and institute:

- Asia Institute
- Graduate School of Humanities and Social Sciences
- School of Culture and Communication
- School of Historical and Philosophical Studies
- School of Languages and Linguistics
- School of Social and Political Sciences

### FACULTY OF BUSINESS AND ECONOMICS

Faculty of Business and Economics consists of the following departments, schools, and institute:

- Department of Accounting
- Department of Business Administration
- Department of Economics
- Department of Finance
- Department of Management and Marketing
- Melbourne Business School
- Melbourne Institute: Applied Economic and Social Research
- Melbourne School of Professional and Continuing Education

### FACULTY OF ENGINEERING AND INFORMATION TECHNOLOGY

Faculty of Engineering and Information Technology is a graduate faculty comprising the following schools and departments:

- School of Chemical and Biomedical Engineering
- Department of Biomedical Engineering
- Department of Chemical Engineering
- School of Computing and Information Systems
- School of Electrical, Mechanical and Infrastructure Engineering
- Department of Electrical and Electronic Engineering
- Department of Infrastructure Engineering
- Department of Mechanical Engineering

### FACULTY OF FINE ARTS AND MUSIC

Faculty of Fine Arts and Music is a single faculty comprising the following divisions and centre:

- Melbourne Conservatorium of Music
- Victorian College of the Arts
- Wilin Centre for Indigenous Arts and Cultural Development

### FACULTY OF MEDICINE DENTISTRY AND HEALTH SCIENCES

Faculty of Medicine, Dentistry and Health Sciences consists of the following schools, departments and institutes:

- Melbourne Dental School (graduate school)
- Melbourne Medical School (graduate school)
  - » Baker Department of Cardio Metabolic Health
  - » Department of Clinical Pathology
  - » Department of Critical Care
  - » Department of General Practice
  - » Department of Infectious Diseases
  - » Department of Medical Education
  - » Department of Medicine
  - » Department of Obstetrics and Gynaecology
  - » Department of Paediatrics
  - » Department of Psychiatry
  - » Department of Radiology
  - » Department of Rural Health
  - » Department of Surgery
- Melbourne Medical School Clinical Schools
  - » Austin Clinical School
  - » Ballarat Rural Clinical School
  - » Bendigo Clinical School
  - » Epworth Clinical School
  - » Extended Rural Cohort
  - » Northern Clinical School
  - » Royal Melbourne Clinical School
  - » St Vincent's Clinical School
  - » Shepparton Clinical School
  - » Wangaratta Clinical School
  - » Western Clinical School
- Melbourne School of Health Sciences (graduate school)
  - » Department of Audiology and Speech Pathology
  - » Department of Nursing
  - » Department of Optometry and Vision Sciences
  - » Department of Physiotherapy
  - » Department of Social Work

- Melbourne School of Population and Global Health (graduate school)
- Melbourne School of Psychological Sciences (graduate school)
- School of Biomedical Sciences
  - » Department of Anatomy and Physiology
  - » Department of Biochemistry and Pharmacology
  - » Department of Microbiology and Immunology
- Faculty-level departments, centres and institutes
  - » Centre for Cancer Research
  - » Centre for Digital Transformation of Health
  - » Centre for Youth Mental Health (Orygen)
  - » Department of Medical Biology (Walter and Eliza Hall Institute)
  - » Florey Department of Neuroscience and Mental Health
  - » Medical Bionics Department
  - » Melbourne Dementia Research Centre
  - » Melbourne Poche Centre for Indigenous Health
  - » The Peter Doherty Institute for Infection and Immunity
  - » The Sir Peter MacCallum Department of Oncology

## FACULTY OF SCIENCE

Faculty of Science includes the following schools, department, and institute:

- Australian Mathematical Sciences Institute
- Office for Environmental Programs
- School of BioSciences
- School of Chemistry
- School of Geography, Earth and Atmospheric Sciences
- School of Ecosystem and Forest Sciences
- School of Mathematics and Statistics
- School of Physics

## FACULTY OF VETERINARY AND AGRICULTURAL SCIENCES

Faculty of Veterinary and Agricultural Sciences comprises the following schools and departments:

- Department of Veterinary Biosciences
- Department of Veterinary Clinical Sciences
- Melbourne Veterinary School (graduate school)
- School of Agriculture and Food
- University of Melbourne U-Vet Werribee Animal Hospital

## MELBOURNE GRADUATE SCHOOL OF EDUCATION

Melbourne Graduate School of Education is a graduate school established as a faculty.

## MELBOURNE LAW SCHOOL

Melbourne Law School is a graduate school established as a faculty. The faculty includes the following school:

- Melbourne School of Government

## Other Academic Units

## AUSTRALIA INDIA INSTITUTE

Australia India Institute is the leading centre for engaged research on contemporary India outside the subcontinent. The Institute builds Australia's capacity for India-related research that addresses key social, political and environmental challenges.

## BIO21 MOLECULAR SCIENCE AND BIOTECHNOLOGY INSTITUTE

Bio21 Molecular Science and Biotechnology Institute is a multidisciplinary research centre specialising in agricultural, environmental and medical biotechnology.

## NOSSAL INSTITUTE FOR GLOBAL HEALTH

Nossal Institute for Global Health contributes to the improvement of global health through research, education, inclusive development practice, and training of future leaders in the fields of health sciences.

## MELBOURNE INTERDISCIPLINARY RESEARCH INSTITUTES

- Indigenous Knowledge Institute
- Melbourne Disability Institute
- Melbourne Energy Institute
- Melbourne Social Equity Institute
- Melbourne Sustainable Society Institute

In addition to objectives and functions related to their respective fields of operation, Interdisciplinary Research Institutes have the following common objectives:

- a. Respond to societal concerns requiring interdisciplinary research approaches
- b. Increase public awareness of, and debate on, critical issues in their field
- c. Raise the profile of University of Melbourne research as the basis for various forms of partnerships
- d. Develop relationships with relevant government departments and instrumentalities, educational institutions, and government and private research agencies, both within Australia and internationally
- e. Promote, and attract funding for, interdisciplinary research in a recognised area of strength of the University
- f. Encourage, design and consider proposals for research projects, particularly collaborative research projects across the University
- g. Support research activities in selected priority areas, specific to their respective fields of operation
- h. Provide a point of contact for University and external parties interested in their field of operation
- i. Provide advice to the University on any matter 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
- Department of Museums and Cultural Collections
- International House
- Medley Hall
- Melbourne Theatre Company
- Melbourne University Sport

## SUBSIDIARY COMPANIES

- Australia India Institute Private Limited (India)
- Australian Music Examinations Board (Vic) Ltd
- Goulburn Valley Equine Hospital Pty Limited
- Melbourne Business School Ltd Group
- Melbourne Teaching Health Clinics Ltd
- Melbourne University Publishing Ltd
- Nossal Institute Ltd
- UM Commercialisation Pty Ltd
- UMELB Pte Ltd (Singapore)
- UoM Commercial Ltd
- UoM International Holdings Limited



# COMPLIANCE

## STATUTORY REPORTING

### RISK MANAGEMENT STRATEGY AND FRAMEWORK

The University of Melbourne recognises risk management as a key aspect of University governance and a vital component of effective decision making. The University applies systems and processes that fulfil the requirements of the Victorian Government Risk Management Framework. It maintains a Risk Management Framework (the Framework) that is consistent with the Australian and New Zealand Standard (AS/NZS ISO 31000:2018) and is reviewed annually.

The University Risk Register is reviewed at least annually to give the University a comprehensive understanding of its risk profile. The University Risk Register clearly identifies risk owners and treatment owners who are accountable for managing risks to a satisfactory level. The annual review of the University Risk Register in 2021 involved consultations with responsible owners and stakeholders to ensure all key risks, including those resulting from COVID-19, were appropriately identified, assessed and mitigated.

To ensure they remain current and reflect best practice, the Framework and risk appetite are usually reviewed annually, however the 2021 review was scheduled for an external review in early 2022.

The Council's Audit and Risk Committee provides oversight of risk management and compliance activities throughout the University. At a management level, risks are monitored and managed through the University Executive's Risk Management and Compliance Committee.

Risk management is integrated with the University's business planning cycle to support a positive risk culture. Underpinned by the Framework and Risk Management Policy, risk management occurs at all levels – institutional, divisional, local and project; and in all areas including specialised fields across the University.

The divisional risks across the University are actively monitored by management in respective divisions, discussed and analysed as part of the business planning process, and considered in the review of the University Risk Register.

Where appropriate, the University also identifies any State significant projects and associated risks and works closely with the agency involved to mitigate any shared risks.

Resources from Legal and Risk and Strategy, Planning and Performance are dedicated to implement continually a body of work designed to support the development of a positive risk culture, including implementation of a compliance program to help manage compliance risks and ongoing collaboration and engagement with key stakeholders for managing risks.

### Attestation

Consistent with the Victorian Government Risk Management Framework, I, Duncan Maskell, 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 was reviewed within the last 12 months.



3 March 2022

## HEALTH AND SAFETY

The University of Melbourne has a broad health and safety risk profile covering general workplace risks associated with infection control, and specific risks associated with:

- manual tasks
- storage
- handling and use of chemicals and biologicals
- laboratory and workshop operations
- travel and field work
- performance theatres.

Supported by the Health and Safety Management Plan 2021–2025, 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 Management System (HSMS)

The University of Melbourne's HSMS was continually reviewed in 2021. All health and safety policies, procedural principles and HSMS requirements were reviewed to meet changes to information technology systems, legislation and other legal requirements.

### Health and Safety key performance indicators 2021–2025 summary

Objective	Key performance indicators	2021 outcome
<b>Safety system improvement: Safety processes are streamlined to enhance the end-user experience.</b>		
Decrease in number of adverse outcomes resulting from safety regulator intervention	a. Zero improvement notices (WorkSafe) b. Zero prohibition notices (WorkSafe) c. Zero prosecutions from safety regulators	<b>a. Target achieved ✓</b> Zero improvement notices (WorkSafe) <b>b. Target achieved ✓</b> Zero prohibition notices (WorkSafe) <b>c. Target achieved ✓</b> Zero prosecutions from safety regulators
<b>Safety leadership and engagement: Improve and sustain Health and Safety leadership and culture throughout the University community.</b>		
Managers and supervisors visibly demonstrate their commitment to health and safety and implementation of UoM Safety Management System.	a. 100% of identified managers and supervisors completed the Health and Safety responsibilities training (TrainME).	<b>a. Target not achieved ✗</b> 90% of identified managers and supervisors completed the Health and Safety responsibilities training (TrainME).
Provide high-quality consistent and practical health and safety information and advice to the University community.	a. Net promoter score (NPS) of 8 or greater to indicate the quality of health and safety services. b. Zero non-conformances to University-wide systems criteria in external Health and Safety Management System (HSMS) audits.	<b>a. Target achieved ✓</b> 9.68/10 net promoter score <b>b. Target achieved ✓</b> Zero non-conformance University-wide systems
<b>Injury reduction: Elimination of work-related injuries and illnesses (as far as reasonably practicable)</b>		
Improved confidence in incident reporting system.	a. Lost time injuries frequency rate (LTIFR) (per one million hours worked): Target 0 (risk tolerance 1.4) b. 5% increase in reported hazards and non-injury incidents <sup>1</sup> (to reduce under reporting) c. Total days lost due to reported injuries: Target 10 days or less d. Number of worker's compensation claims: Target 5% reduction e. Number of lost time injury claims: Target 5% reduction f. Work-related fatalities: Target 0.	<b>a. LTIFR is within tolerance ✓</b> 2019: 0.81, 2020: 0.69, 2021: 0.82 <b>b. Target achieved ✓</b> 34% increase in reported incidents and hazards: 2019: 2255, 2020: 2775, 2021: 3736 <b>c. Target not achieved ✗</b> 47% reduction in total lost days – Target 10 days or less 2019: 416, 2020: 431, 2021: 201 <b>d. Target achieved ✓</b> 16% reduction in Worker's Compensation claims 2019: 79, 2020: 31, 2021: 26 <b>e. Target not achieved ✗</b> 8% increase of lost time injury claims 2019: 26, 2020: 13, 2021: 14 <b>f. Target achieved ✓</b> Work-related fatalities: 0

1. Change compared to previous calendar year

### Health and safety resources

In 2021, each operating division had health and safety business partners available. Higher-risk divisions had health and safety managers, and moderate and lower-risk divisions had health and safety business partners. The University undertook a health and safety services review during the year, resulting in the successful consolidation of a further six faculty business partnering functions into the University's shared services model.

Complementing the divisional business partners, specialist health and safety advisory services continued to be provided through Business Services. In addition, the University commissioned specialist health and safety advice from external consultants where required.

The Public Health Network continued to support the implementation and monitoring of COVIDSafe plans throughout the University. The network comprised public health and infection control subject matter experts supported by communications, wellbeing and safety services within the University.

### Consultative framework

Employees continued to be represented by elected employee health and safety representatives. There were 53 elected employee health and safety representatives (HSR) holding office in 2021. 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 the University's employee health and safety representatives. The HSC met four times during 2021, with minutes of the meetings published on the University's safety webpages.

Engagement with HSRs was planned in accordance with the University's health and safety management plan. The descriptions of designated work groups were revised to improve the access and visibility of HSRs.

### Training

During 2021, the University provided training to address general health and safety responsibilities and specific health and safety hazards.

The health and safety training needs of each employee as well as cohorts of graduate research students and coursework students, were assessed in accordance with the University's health and safety training requirements.

Over 42,080 health and safety-related training modules were undertaken in 2021, representing an increase of 27 per cent on the previous year.

More than 1897 managers/supervisors completed Health and Safety Roles and Responsibilities training in 2021, representing 90 per cent of the leadership cohort.

### Health and Safety training: 2019–2021 summary

Training course type	Attendees		
	2019	2020	2021
Health and Safety Roles and Responsibilities <sup>2</sup>	8960	5149	4820
Health and Wellbeing, Change Management and Psychosocial	7317	7734	6071
First Aid and Emergency Management	1633	660	1186
Chemical Safety, Radiation Safety and Compressed Gas Safety	3608	2213	2769
Manual Handling and Ergonomics	4810	3699	5563
Personal Protective Equipment	1667	1112	1368
Health and Safety Representative	13	10	7
COVID Safe <sup>3</sup>	NA	12,586	9054

2. The reduction in attendees for Health and Safety Roles and Responsibilities for 2021 compared to 2019, is primarily attributable to fewer employees scheduled to complete refresher training in 2021 compared to previous years. Overall completion rates remained consistent with previous years.

3. Training module addressing the COVID-19 pandemic continued in 2021.

### Emergency preparedness and response

The University's emergency preparedness and response procedures are based on the requirements of Australian Standard (AS) 3745: Planning for Emergencies in Facilities. Throughout 2021, the University continued to maintain and update its campus-wide and local building emergency plans for occupied buildings. Bushfire response plans were also reviewed, updated and activated for the University's rural campuses at Creswick, Dookie and Shepparton.

More than 60 building evacuation drills were completed and a comprehensive review of the effectiveness of each evacuation undertaken. Due to the impact of COVID-19 restrictions, building closures and limited occupancy of remaining buildings, the University established alternative arrangements to support emergency response. Emergency preparedness was reviewed via desktop evacuation drills and emergency readiness reminders were sent to staff remaining onsite.

In late 2021, the University undertook a trial of additional competency-based training for chief and deputy chief wardens. As part of the trial, four full-day training sessions were run across the Parkville and Werribee campuses providing valuable skills, knowledge, confidence and



capability to more than 60 staff in senior warden positions. The findings from this trial, including staff feedback, have been used to inform the approach for emergency training and capability development from 2022 onwards.

The University also delivered active threat and shelter-in-place training to key public-facing staff in 2021. Over 100 staff explored all aspects of readiness and response for active threat incidents requiring the activation of shelter-in-place procedures.

### Critical incident management

The University maintains a critical incident management framework for significant and disruptive events which aligns the University's plans with the Australasian Inter-Service Incident Management System (AIIMS) used by emergency services agencies. In 2021, more than 150 staff were engaged across the University to support implementation of the Critical Incident Management plan.

In 2021, the University onboarded and trained 75 new staff on its Critical Incident Management Plan. Trainees included subject matter experts in research, student services, human resources and wellbeing.

### Radiation and chemical management

To meet the University's research and teaching needs, 24 variations to the University's radiation management licence were made in 2021.

Supported by risk-based review and monitoring, the University continued an internal self-certification program for radiation laboratories, with 98 per cent of radiation laboratories completing the program in 2021.

### Occupational health surveillance and programs

The University coordinates and implements health monitoring and vaccination programs to support the University's compliance obligations, as well as offering voluntary vaccination programs to reduce the incidence of employee illness.

During 2021, over 256 health and hazard assessments were reviewed by an occupational health nurse, resulting in screening reviews with employees and students. Services were adjusted to take work and study-from-home directions into account.

### Occupational health surveillance – services provided or facilitated: 2019–2021

Service provided	2019	2020	2021
Influenza vaccinations	6205	7209	5152 <sup>4</sup>
Pathologies and biological screening	31	10	13
Q Fever vaccinations	367	117	81

4. Numbers reduced in 2021 due to the reduced presence of staff on campus

### Worker's compensation and injury management

Throughout 2021 the University's injury management team worked with injured employees and their supervisors to develop and implement return-to-work plans for all compensable lost-time injuries. To ensure successful return-to-work outcomes, support was also provided to injured workers with non-compensable injuries and other health-related conditions.

During 2021, the University established a framework to support early intervention of health and safety risk management and non-compliance, focusing on support for staff outside of workers compensation arrangements and to improve staff welfare.

### Self-insurance approval and workers compensation compliance

Following high levels of audit conformance in prior years, WorkSafe classified the University of Melbourne in tier one for self-insurance claims management compliance. Accordingly, the University was made exempt from the annual claims audit in 2021.

WorkSafe undertook a review of the University's Claims Management Decision Making during 2021. A 100 per cent conformance rate was recorded against the review criteria, with the University of Melbourne receiving a commendable result – an improvement from 2019.

### Regulatory activity

The University continued to work cooperatively with health and safety regulators. WorkSafe was the most active health and safety regulator at the University during 2021. WorkSafe activity consisted of visits following incident notifications to WorkSafe and in response to requests to WorkSafe by others.

### Regulatory activity trends 2019–2021

Action	2019	2020	2021
Visits to University's workplaces by WorkSafe	14	6	8
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 monitoring

To assist in monitoring the effectiveness of the health and safety management system, performance reports are provided to consultative, management, executive and governance forums within the University. This includes the Risk Management Advisory Group, Risk Management and Compliance Committee, and Audit and Risk Committee. Local health and safety business partners provide health and safety performance reports to their respective divisions. All significant incidents are reviewed in detail and, where appropriate, action plans put in place to minimise risk of reoccurrence.

### 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 following table. An investigation of each incident has either commenced or been completed. The University instigated corrective and preventative actions to prevent or reduce the risk of reoccurrence.

### Health and safety incident statistics: 2019–2021

Performance indicator	2019	2020	2021
Reported incidents (including injury and illness)	2255	2775	3736
Reported incident incidence rate (per 100 FTE employees)	22.05	28.52	39.07
Days lost due to reported injuries	416	431	201
Number of worker's compensation claims received	79	31	26
Number of lost time injury claims (LTI)	26	13	14
LTI incidence rate (per 100 FTE employees)	0.15	0.12	0.15
LTI frequency rate (per one million hours worked)	0.81	0.69	0.82
Average cost per claim (including estimate of future costs)	\$7632	\$10,167	\$7628
Work-related fatalities	0	0	0

### Notifications to WorkSafe: 2019–2021

Performance indicator	Event	2019	2020	2021
Serious injury or illness	Immediate medical treatment – laceration	16	11	8
Serious injury or illness	Immediate medical treatment – temporary loss of bodily function	2	1	0
Serious injury or illness	Immediate medical treatment – eye injury	1	0	0
Serious injury or illness	Immediate medical treatment – electric shock	1	1	0
Serious injury or illness	Admission as an inpatient in a hospital	3	0	1
Serious injury or illness	Medical treatment within 48 hours – exposure to substance	1	1	0
Serious injury or illness	COVID-19 notification <sup>5</sup>	N/A	2	9
Dangerous occurrence	Uncontrolled implosion, explosion or fire	12	1	2
Dangerous occurrence	Fall or release from a height of any plant, substance or object	11	2	2
Death at a workplace	Non-work-related fatalities	1	0	0
<b>Total</b>	<b>All incidents</b>	<b>38</b>	<b>19</b>	<b>22</b>

5. From 28 July 2020, employers are required to notify WorkSafe when an employee or a contractor's employee with a confirmed COVID-19 diagnosis has attended the workplace up to 14 days prior to the diagnosis or onset of symptoms.

### **External Health and Safety Management System (HSMS) audits**

The University of Melbourne conforms to the HSMS to the National Self-Insurers Audit Tool (NAT) as a requirement of the University's worker's compensation self-insurance.

During 2021, an external surveillance audit was undertaken by Lloyd's Register Quality Assurance auditors to support maintenance of the University's external certification of the HSMS to the NAT and AS4801 Occupational Health and Safety Management Systems.

The recertification audit assessed 101 audit-criteria, from a review of 240 samples, across five academic divisions and Chancellery. Two criteria were assessed as non-conformances. Corrective actions have been implemented and the two non-conformances were closed in 2021. The University successfully maintained the NAT and AS4801 certifications until September 2022.

Additionally, the HSMS was reviewed at Goulburn Valley Equine Hospital Pty Ltd (Shepparton) over two separate dates. This surveillance audit was conducted over 15 NAT criteria. Three criteria were assessed as non-conformances. Corrective actions have been implemented and non-conformances were closed in 2021.

### **Internal Health and Safety Management System (HSMS) audits**

The University undertook a program of internal audits against NAT and AS4801 criteria in 2021, with 555 samples assessed across University divisions, departments and wholly-owned subsidiaries.

Overall, two per cent of the audit criteria were assessed to be in non-conformance. The University established corrective action plans to address these non-conformances and these will be reviewed as a part of 2022 audit program.

### **COVID-19 response**

To support periodic formal review of the University's response to COVID-19, the University undertook workplace monitoring – in the form of observational assessments and periodic surveys – to confirm that the primary risk controls were operational as required by local COVIDSafe plans. Observational assessments included review of signage, sanitiser, wipes, mask wearing and physical distancing. In 2021, following over 4000 individual observations undertaken throughout the University's workplaces, corrective action plans were subsequently developed to address adverse findings. A survey of staff, students and contractors who attended the campus was distributed, with 533 responses received. All data from workplace monitoring was utilised to inform and update COVIDSafe plans, alongside government-mandated information.



## WORKFORCE DISCLOSURES (DECEMBER 2020–DECEMBER 2021)

The University's recruitment, selection and appointment processes are consistent with the requirements of the University of Melbourne 2018 Enterprise Agreement and relevant policies.

	DECEMBER 2020							DECEMBER 2021						
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (Head-count)	FTE	Full-time (Head-count)	Part-time (Head-count)	FTE	Number (Head-count)	FTE	Number (Head-count)	FTE	Full-time (Head-count)	Part-time (Head-count)	FTE	Number (Head-count)	FTE
Demographic data	Gender													
	Women executives	29	28	8	2	10	19	18	32	31	11	2	13	19
	Women (total staff)	6608	5197	2196	746	2700	3666	2497	7089	5493	2457	942	3073	3690
	Men executives	28	27	6	3	9	19	18	24	22	7	2	8	15
	Men (total staff)	4742	3976	1983	213	2120	2546	1855	4828	3931	2083	312	2269	2433
	Self-described executives	0	0	0	0	0	0	0	0	0	0	0	0	0
	Self-described (total staff)	27	17	2	3	4	22	13	43	26	4	3	6	36
	Age													
	15–24	475	259	37	3	39	435	220	717	357	44	7	49	666
	25–34	3011	2359	699	107	771	2205	1587	3190	2444	777	126	859	2287
	35–44	3466	2900	1286	371	1533	1809	1367	3542	2943	1463	466	1767	1613
	45–54	2441	2062	1203	272	1391	966	671	2522	2123	1305	367	1541	850
	55–64	1561	1308	790	159	897	612	411	1570	1306	825	222	966	523
	Over 64	422	302	166	50	193	206	109	419	277	130	69	166	220
Total employees		11,376	9189	4181	962	4825	6233	4365	11,960	9451	4544	1257	5348	6159

### Explanatory notes

Employees correctly included in workforce data generated for the 2021 annual reporting period based on the last pay period of the reporting cycle. FTE figures are rounded to the nearest whole number in line with Department of Education and Training reporting guidelines.

### Definitions

<b>Census date</b>	Ongoing and fixed-term staff measured as of 31 December in the reported year
<b>Casual reporting period</b>	Casual headcount and FTE calculated as average of casuals paid in the month of December in the reporting year.
<b>Executives</b>	Executives defined based on level of seniority and grade
<b>Casual executives</b>	No executives employed on a casual basis
<b>Total staff</b>	Sum of continuing, fixed-term and casual staff, including executives

## CASUAL WORKFORCE DISCLOSURES (DECEMBER 2020–DECEMBER 2021)

	DECEMBER 2020		MARCH 2021		DECEMBER 2021	
	CASUAL		CASUAL		CASUAL	
	Number (Headcount)	FTE	Number (Headcount)	FTE	Number (Headcount)	FTE
Total employees	2259	1095	3243	1222	2720	1288

### Explanatory notes

Dec 2020: Casual employees active and employed in the last full pay period of the reporting year

Dec 2021: Casual employees active and employed in the last full pay period of the reporting year

March 2021: Casual employees active and employed in the last full pay period of March

## OTHER DISCLOSURES

In 2021, the University of Melbourne implemented a range of compliance measures within the overarching risk management framework, aligned with international best practice standards on compliance and risk management. These included:

- Robust measures for scanning the external regulatory environment
- Engagement strategy for increasing networks of internal compliance stakeholders
- New technology to improve oversight and monitoring of compliance obligations
- Uplift of the University's compliance training and awareness program
- Holistic approach to capture and report on organisation-wide complaints and incidents
- Review of reporting to governance committees.

### BUILDINGS AND THE BUILDING ACT

The University of Melbourne is committed to compliance with the building and maintenance provisions of the *Building Act 1993* (the Act) and designs, builds and renovates all buildings in compliance with the requirements of the Act. To ensure compliance with the current building regulations and codes, all relevant projects are referred to an independent building surveyor for certification. All existing buildings comply with the standards applicable at the time of construction. As part of the University's annual program of capital works, all refurbishment projects are undertaken to current code requirements and, where appropriate, the scope of these works is extended to address new compliance requirements deemed to apply to individual buildings.

In response to the COVID-19 pandemic, the University re-evaluated requirements and priorities in 2021, including capital expenditure. Accordingly, the 2021 Capital Plan considered business critical and committed works only.

Expenditure for property is forecast to be approximately \$237.5 million, including funding for major strategic initiatives for the Australian Institute of Infectious Disease, Fishermans Bend, the New Student Precinct and Melbourne Connect.

The management of capital works is undertaken in accordance with the University's capital planning principles, procedures and guidelines throughout the project management lifecycle.

Building on efforts to date, the University is developing a pathway to asset management maturity and compliance.

Significant reforms to Victoria's environmental laws commenced on 1 July. Key changes include new or changed environmental obligations that apply to University operations. To address the new obligations, the University undertook an environmental legal compliance audit at each campus in 2021.

The University continues to comply with its obligations regarding management of asbestos within its buildings. In addition to the general Division 5 audits, the University ensures that contractors complete a more detailed Division 6 audit prior to construction commencing.

The University completed a detailed audit of the Parkville Campus in 2021 to improve campus mobility in compliance with the *Disability Discrimination Act 1992*. Accordingly, work commenced in 2021 to rectify non-compliant areas. The University is committed to completing an audit of all other campuses and will address, as a matter of priority, any urgent rectification works identified in these audits.

In line with the Victorian Government Statewide Cladding Audit that determines the risks associated with Aluminium Composite Panels (ACP) and Expanded Polystyrene (EPS) Cladding, the University has removed ACP/EPS cladding from the six high-risk buildings identified for treatment.

For many years the University has been committed to achieving a minimum Five Star Green Star Design & As Built standard for all its new buildings. Currently, the University is aiming to achieve a Six Star Green Star Design & As Built rating. This standard equates to world leadership in sustainable building design and construction.

In 2021 the University made a commitment to achieving carbon neutrality by 2025. To support this, significant investment has been made in energy reduction works and onsite renewable energy generation projects (including installation of solar PV panels at more than 38 locations across all campuses), and entered into two renewable energy power purchase agreements with wind farms located in western Victoria. This enabled the University to reach its target of zero net emissions from electricity in 2021.

In response to the COVID-19 pandemic, the University complied with government requirements to limit operations and provide a safe work and study environment for its students, staff and contractors in 2021. Accordingly, the University closed all non-critical buildings and implemented necessary infrastructure and controls within buildings that were deemed critical to the University's operations. The University's Pandemic Response Group ensured that all faculties and operational areas developed COVID-safe plans and implemented procedures for case identification, incident reporting, contact tracing, communication and notifications.

### CARERS RECOGNITION ACT

The University of Melbourne recognises the important contribution people with carer responsibilities make to the University through all aspects of employment, teaching and learning. The University acknowledges the *Carers Recognition Act 2010* and provides support to carers through policies such as flexible work arrangements, recruitment and appointment, appropriate workplace behaviour and enrolment and timetabling, as well as services available through in-house Counselling and Psychological Services and Benestar (Employee Assistance Program services).

The adjustments and support introduced in 2020 to address the impact of the pandemic continued in 2021 including recognition of the challenges experienced by working parents of school-aged children. This includes a dedicated COVID-19 response intranet website providing access to support services and guidelines for working from home and managing remote teams. Online training was enhanced in 2021 and included new models on resilience and wellbeing.

The University also updated policies for assessing academic performance relative to opportunity in recognition of the additional impacts for people with carer responsibilities, particularly given that the significant shift to working remotely continued in 2021.

In addition, in recognition that the extended locked down in Victoria may have impacted on the resilience and wellbeing of staff, the University provided five 'recharge days' for all staff.

### NATIONAL COMPETITION POLICY AND VICTORIAN COMPETITIVE NEUTRALITY POLICY

The University has established a number of policies and supporting processes that support compliance with the National Competition Policy and the requirements of the Competitive Neutrality Policy Victoria. The University is currently on track to be fully compliant by 2024–2025.

### WHISTLEBLOWER PROTECTION AND PUBLIC INTEREST DISCLOSURES

The University of Melbourne is committed to a culture of integrity and good governance and to maintaining the highest standards of ethics and quality in its research, teaching and administration. University employees are required to comply with all relevant laws, obligations and internal policies and to take all reasonable steps to prevent non-compliance and possible instances of corrupt or improper conduct.

Whistleblowers play an important role in identifying and calling out improper conduct and harm to the community. In response to the amended Commonwealth whistleblower protection regime in 2019, the University introduced a new whistleblower protection policy and program (with effect from 1 January 2020) to deal with relevant disclosures in connection with the University under both the Commonwealth regime and the *Victorian Public Interest Disclosures Act 2012* – now collectively referred to as 'whistleblower disclosures'.

During 2021, the University progressed work to embed the Whistleblower Protection Program within the University and its controlled entities. This work has focused on deploying a secure whistleblower reporting platform to further encourage a speak-up culture. The platform and its associated processes, designed to support compliance with Commonwealth whistleblower laws, ensure that appropriate disclosure handling protocols are employed to protect the confidentiality of reporters at the University. This includes referral to the Independent Broad-based Anti-corruption Commission (IBAC) for whistleblowers who seek protection under Victorian law (as the University is only authorised to receive and handle disclosures made under Commonwealth whistleblower laws).

The University will continue to embed a culture of encouraging whistleblowers to come forward with their concerns and protect them when they do.

### MODERN SLAVERY ACT COMPLIANCE

The University of Melbourne is due to submit its second statement in response to the *Commonwealth Modern Slavery Act 2018* by 30 June 2022. Cross-functional work continues in assessing modern slavery risk across the University's operations and supply chains.



## LOCAL JOBS FIRST

The *Local Jobs First Act 2003* requires departments and public sector bodies to apply the Local Jobs First policy to all projects over \$3 million in metropolitan Melbourne or state wide, and \$1 million in regional Victoria.

The following Victorian Higher Education State Investment Fund (VHESIF) projects include Local Jobs First clauses as a part of its procurement activity and/or head agreement:

- Bionica – Bionic Devices Development Facility (BDDF)
- NIF: New frontiers – Plant, molecular and MRI-HIFU imaging
- Melbourne Connect Visualisation Suite (D-Lab) and Digital Health Validitron
- NorVicFoods – Agri-food Innovation Cluster
- Zero Emissions Energy Lab.

For Victorian Government grants provided during 2021, including VHESIF grants, the University of Melbourne had a total of at least six interactions with the Industry Capability Network (Victoria) Ltd. where interaction reference numbers were required.

## FREEDOM OF INFORMATION

The object of the *Freedom of Information Act 1982* (Vic) (*FOI Act*) is to extend as far as possible the right of the community to access information in the possession of the State Government and other bodies constituted under the law of Victoria. Parliament's intention is that the Act be interpreted to further its object and facilitate and promote prompt disclosure of information at the lowest reasonable cost.

The University of Melbourne is a prescribed agency under the *FOI Act* and must observe the legislative obligations that apply to public bodies regarding records management and access, including compliance with the FOI Professional Standards in administering the *FOI Act*.

Applicants have a right to apply for access to documents held by the University, including electronic and paper records, maps, films, microfiche, photographs, computer printouts, computer discs, and audio-visual recordings. Information about the type of material produced by the University is available on its FOI webpage under the Part II Information Statements.

The *FOI Act* allows the University to refuse access, either fully or partially, to documents or information subject to exemptions available under the *FOI Act*. Examples of documents that may not be accessed include:

- Some internal working documents
- Documents covered by legal professional privilege, such as legal advice
- Certain commercial and financial information of the University or third parties

- Personal information about other people
- Information provided to the University in confidence
- Documents relating to trade secrets.

The *FOI Act* provides a 30-day period for processing requests. This timeframe can be extended in certain instances, subject to specific provisions in the *FOI Act*.

If an applicant is not satisfied with a decision made by the University, section 49A of the *FOI Act* provides them with the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a notice of decision.

### Making a request

Requests for access to documents in the possession of the University should be made in writing and sent via email to [FOI-Officer@unimelb.edu.au](mailto:FOI-Officer@unimelb.edu.au), or via post to:

Freedom of Information

Legal and Risk

The University of Melbourne, Vic, 3010.

When making a freedom of information request, applicants should ensure requests are in writing, and clearly identify the types of material/documents being sought. The requirements of a request are set out in section 17 of the *FOI Act*.

An application fee of \$30.10 currently applies. Access charges may also be payable if the volume or number of documents is large and the search for material time consuming.

More information about the University's FOI arrangements can be found at [about.unimelb.edu.au/strategy/governance/compliance-obligations/freedom-of-information](https://about.unimelb.edu.au/strategy/governance/compliance-obligations/freedom-of-information)

### FOI statistics/timeliness

During 2020–21, the University of Melbourne received 73 requests valid under provisions of section 17 of the *FOI Act*. Of these, 45 were access requests for documents relating to the applicant (personal requests), the remaining 28 were for access to documents of a general or non-personal nature.

The University finalised 81 requests in the 12 months ending 30 June 2021, consisting of 70 requests received in the current reporting period and 11 outstanding from the previous reporting period. Decisions on three requests had not been made by the end of the 2020–21 period.

Access to documents was granted in full in response to 31 requests, granted in part in response to 20 requests, and was denied in full in response to nine requests. No documents were identified in response to 17 requests. In two instances, the applicants withdrew their applications and two requests were responded to outside the *FOI Act*.

Of the 77 decisions made under the *FOI Act*, 62 decisions were made within the statutory 30-day time period (or an extended period allowed under the Act). Decisions on 15 requests were made outside the legislated timeframe.

During 2020–21, 13 requests were subject to a complaint/ internal review by OVIC. One request progressed to the Victorian Civil and Administrative Tribunal.

#### Further information

Further information regarding the operation and scope of FOI legislation and regulations can be found at [ovic.vic.gov.au/freedom-of-information](http://ovic.vic.gov.au/freedom-of-information)

### AMENITIES AND SERVICE FEE

Student Services and Amenities Fee funds are used to provide a wide range of services and amenities for students, and to support student-focused initiatives. The fee for 2021 was \$313 for full-time students and \$234 for part-time students. In 2021 the University provided these funds to the Graduate Student Association, Melbourne University Sport, the Student Services and Amenities Fee Grant Program, and University of Melbourne Student Union, as well as to other areas across the University to support activities including employment and career advice, childcare, financial advice, food services, sporting and recreational activities, and equity and disability support.

### ICT EXPENDITURE

BAU ICT expenditure (Opex)	Non-BAU ICT expenditure (total)	Non-BAU ICT expenditure (Opex)	Non-BAU ICT expenditure (Capex)
(A)	(B) = (C) + (D)	(C)	(D)
\$102,721,017	\$88,032,802	\$3,270,130	\$84,762,672

### ASSET MANAGEMENT ACCOUNTABILITY FRAMEWORK

In 2021, the University began undertaking its initial compliance and maturity assessment against the Asset Management Accountability Framework (AMAF) for its property assets. By the end of 2022, the University will have completed its assessment and have prepared, if needed, a maturity improvement plan.

### ADDITIONAL INFORMATION AVAILABLE ON REQUEST

In compliance with requirements of the Financial Reporting Directive 221 (July 2021) under the *Financial Management Act 1994*, details in respect to the items listed below have been retained by the University of Melbourne and are available on request, subject to provisions of the *Freedom of Information Act 1982*:

- Statement that declarations of pecuniary interests have been duly completed by all relevant officers
- Details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- Details of publications produced by the University about itself, and how these can be obtained
- Details of changes in prices, fees, charges, rates and levies charged by the University
- Details of any major external reviews carried out on the University
- Details of major research and development activities undertaken by the University
- Details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- Details of major promotional, public relations and marketing activities undertaken by the University to develop community awareness of the University and its services
- Details of assessments and measures undertaken to improve the occupational health and safety of employees
- A general statement on industrial relations within the University and details of time lost through industrial accidents and disputes
- List of major committees sponsored by the University, the purposes of each committee and the extent to which the purposes have been achieved
- Details of all consultancies and contractors including:
  - consultants/contractors engaged
  - services provided
  - expenditure committed to for each engagement.

## ENVIRONMENTAL PERFORMANCE

Environmental sustainability continued to be a priority for the University of Melbourne in 2021, with a number of programs and initiatives implemented to help grow sustainability practices. In addition, most operational outputs continued to be lower for 2021 due to partial campus closure.

Energy usage continues to track below pre-pandemic levels and the University achieved its target, outlined in the *Sustainability Plan 2017–2020*, of zero net emissions from electricity. Further, in 2021 University Council endorsed establishment of new, more ambitious emissions targets to achieve carbon neutrality by 2025 (as certified under the Australian Government's Climate Active standard) and reach climate-positive status by 2030. The University's *Sustainability Plan 2030* is on track for release in 2022.

### OTHER KEY HIGHLIGHTS FOR 2021 INCLUDED:

- The University offered students a new dedicated Green Impact toolkit, being only the second Australasian institution to do so.
- The University of Melbourne's virtual sustainability tour won a highly commended award at the 2021 Green Gown Awards Australasia.
- Biodiversity baseline data mapping continued across all campuses and is due for completion in 2022.
- Piloted in 2020, and proving popular with students, the new Sustainability Interns program continued in 2021.
- The University waste-to-landfill target of 20 kg per person by 2020 was achieved for a second year, remaining similar in 2021 at 13.1 kg per person. While this is in part due to campus closures, the University continued to improve its reuse services in 2021.

## BIODIVERSITY BASELINE MAPPING

Biodiversity baseline data collection for seven metrics across all campuses progressed well in 2021, although the project was delayed due to COVID-19 restrictions preventing onsite auditing. The data collection was almost 50 per cent complete by year's end and is on track to be finalised in 2022.

The data will be used to set biodiversity baseline indicators for the University of Melbourne *Sustainability Plan 2030*.

## WASTE REDUCTION

Waste to landfill continued to fall from pre-pandemic levels, partly due to campus closures but also as a result of improved reuse services in 2021.

The University waste-to-landfill target of 20 kg per person by 2020 was achieved for the second year, remaining similar in 2021 at 13.1 kg per person. However, with disposable item use still high, the University will prioritise reuse in 2022, tackling waste at the retail and procurement source, including at the Student Precinct. The University will focus on supporting resource recovery and developing circular economy principles to meet the ongoing challenge of keeping waste generation low as students and staff return to campus.

TOTAL WASTE PER PERSON = 22.2 KG

TOTAL WASTE TO LANDFILL PER PERSON = 13.1 KG

Waste performance	Unit	2018	2019	2020	2021
Waste to landfill (per person)*	KG	29.9	28.9	13.2	13.1
Total waste (K)	KG	2755	2789	1397	1396
Total recycling (K)	KG	885	916	593	572
Recycling rate	%	32	33	42.5	41

\*Waste remained largely at 2020 levels and well below pre-pandemic levels with a slight decrease in waste diverted for recycling.

### Furniture and equipment reuse

3090 items were saved from landfill in 2021, equating to 68,594 kg at a value of \$1.49 million (in line with 2020 levels).

### Choose to Reuse plate program

Choose to Reuse washed 57,958 items during 2021. Although slightly down from 2020 due to the program being closed for most of the latter part of the year, Choose to Reuse made a significant contribution to the ongoing reduction in waste to landfill. The program will resume in 2022 with the challenge of continuing to keep waste to landfill below pre-pandemic levels.



## ENERGY REDUCTION AND EMISSIONS

Energy usage increased from 2020 but remained below pre-pandemic levels.

Energy usage	Unit	2018	2019	2020	2021
Electricity	MWh	110,751	112,803	91,827	103,674
Natural gas	GJ	274,256	286,782	227,038	277,466
LPG	GJ	2779	2524	514	1,787

LPG is mostly used at the Dookie campus for space heating. This increased in 2021 compared to 2020 due to a colder year and the campus being open more than in 2020.

SOLAR ENERGY GENERATION: 3133 MWh

TOTAL WIND GENERATION\*: 77 GWh

\*via renewable energy power purchase agreements 77 GWh.

Year	Total net greenhouse gas emissions (tCO <sub>2</sub> -e)
2021	37,511
2020	137,740
2019	210,084
2018	192,227
2017	200,050

The University met its zero net emissions-from-electricity target in 2021. Carbon emissions from purchased electricity were offset primarily using purchased carbon offsets.

### Smart Campus Energy Upgrades (SCEU) program

- Commenced in 2021 with a targeted annual reduction of between 18–25 GWh
- To date, the SCEU program has implemented energy upgrades worth \$2.88 million, resulting in energy savings of 1.8 GWh
- HVAC upgrade and building optimisation projects across seven buildings anticipated to save 3.2 GWh per annum from 2022
- Installation of solar PV across three buildings anticipated to generate 283 MWh per annum from 2022
- SCEU program is scoping multiple technology streams for implementation in 2022 including LED lighting, PV facades and chiller optimisation.

As a result of grid constraints, the Murra Warra windfarm (rated capacity 106 GWh per annum with seven wind turbines) reduced output to 77 GWh in 2021, with a similar forecast for 2022.

## WATER REDUCTION MEASURES

2021 water usage was lower than in 2020, remaining below pre-pandemic levels due to COVID-related building closures.

Water usage	Unit	2018	2019	2020	2021
Water usage (including recycled)	kL	486,923	452,020	317,413	238,236

- Plans developed for further water harvesting and re-use projects in capital works program
- Water working group established early in 2021
- Water meter audit commenced across the Parkville campus (due for completion in 2022)

## CAMPUS COMMUNITY ENGAGEMENT

### Green Impact

The University's flagship Green Impact program continued in 2021, with staff and students completing sustainability actions from home and on campus. Introducing an individual student toolkit, the University of Melbourne became only the second university in Australasia to implement a dedicated student section into its Green Impact program.

FIFTH YEAR OF GREEN IMPACT AT THE UNIVERSITY OF MELBOURNE

52 TEAMS (43 AUDITED)

339 PARTICIPANTS (156 STUDENTS, 183 STAFF)

1386 SUSTAINABILITY ACTIONS COMPLETED (UP FROM 712 IN 2020)

72 STUDENT VOLUNTEER AUDITOR/ASSISTANTS PARTICIPATED

### Student engagement

The pilot Sustainability Internship Program which launched with five interns in 2020 saw remarkable uptake in 2021 with 16 interns completing 1930 hours across a broad range of sustainability projects. In the process, the students gained meaningful experience in a professional setting, and saw their contributions to sustainability resulting in positive, tangible impacts on University operations.

The Student Volunteering program, including Green Impact Volunteering, also saw an uptrend in 2021 with 158 volunteers, 59 volunteer sessions, 500 shifts and 1228 volunteer hours in total.

The Sustainability team hosted 105 events with 3083

attendees.

### Sustainability awards and recognition

- Ruby Craven won the ACTS Award of Excellence – Student Category at the 2021 Green Gown Awards Australasia for her contributions to sustainability as a university student.
- The virtual Sustainability Tour received the ‘highly commended’ award in the Green Gown Awards Australasia ‘building back better’ category.
- Rachael Miller (Sustainability team, Campus Management) was awarded the Maurie Pawsey Scholarship at the 2021 TEFMA awards for her outstanding contribution to the biodiversity baseline data collection at the University of Melbourne.

### TRAVEL AND TRANSPORT

The University of Melbourne fleet size remained the same as in 2020, with fleet use remaining lower than pre-pandemic levels during 2021. However, car usage did increase compared to 2020.

A new fleet tender to market is currently in progress. This tender will see a change in the type of vehicles used by the University, with an increase in the electrification of the fleet and University infrastructure from 2022.

#### Fleet size

Year	Fleet number
2021	139
2020	138
2019	153
2018	161
Baseline 2015	200

#### KMs travelled

Year	Passenger vehicles (kms)	Light commercial (kms)
2021	743,928	985,303
2020	575,511	689,321
2019	1,096,340	925,716
2018	1,127,641	1,086,220

#### Fuel consumption

Year	Fuel consumed (litres)
2021	93,059
2020	86,273
2019	165,313

2018	179,881
Baseline 2015	207,289

#### Fuel consumption comparative to fleet size

Year	Fleet size	Fuel consumed (litres)
2021	70%	45%
2020	69%	42%
2019	77%	80%
2018	81%	87%
Baseline 2015	200	207,289

EMISSIONS FROM FLEET VEHICLES REDUCED TO 263 TCO<sub>2</sub>-E IN 2021, A 61% REDUCTION ON 2015 BASELINE

100% OFFSETTING BY GREENFLEET ANNUALLY

619 TONNES OF OFFSETS PURCHASED FOR 2020–21 FINANCIAL YEAR

From 2022, the University will begin to prioritise electrification of car usage as well as improving and prioritising more sustainable modes of transport. This includes working with the University community to encourage use of public transport and supporting more active modes of transport for sustainability, health and wellbeing.

Students and staff are asked about their travel habits in the biennial Staff and Student Sustainability Survey. The last survey, conducted in 2020 with 1216 respondents, found:

#### Public transport use:

- 73 per cent of participants noted they always or mostly always use public transport to get to campus
- 16 per cent of participants never use public transport

#### Walking and cycling:

- 64 per cent of participants noted they always or mostly always walk or cycle to campus
- 25 per cent of participants never walk or cycle

#### Car sharing or carpooling:

- 21 per cent of participants noted they always or mostly always car share/carpool to campus
- 38 per cent never carpool or car share

The University will continue to encourage sustainable travel as more staff and students attend campus in 2022.

The next Staff and Student Sustainability Survey will be conducted in 2022.

## AIR TRAVEL

5,305,447 KM FLOWN  
EQUATING TO APPROXIMATELY  
883 TONNES OF CARBON EMISSIONS\*

\*Carbon emissions from air travel fully offset by purchased carbon offset certificates

## PAPER USAGE

6,812,200 A4-EQUIVALENT SHEETS OF PAPER  
(89% RECYCLED)\*

\*1 sheet of A3=2 sheets of A4, 1 sheet of A5=0.5 sheets of A4

## ENVIRONMENTAL MANAGEMENT

The University of Melbourne completed an environmental audit of campus management activities across six campuses in 2021 and found no major environmental compliance breaches.

From 2022, the University plans to implement a formal Environmental Management System (EMS) to meet its environmental compliance obligations. The EMS will be compliant with the requirements of ISO 14001:2015. It will cover all activities and responsibilities that have actual or potential environmental impacts to minimise pollution and other environmental risks. The EMS will also promote a culture of environmental sustainability in all aspects of the University's operations.



## ETHICAL AND RESPONSIBLE DECISION MAKING

### FREEDOM OF SPEECH AND ACADEMIC FREEDOM ATTESTATION STATEMENT

The University's Academic Freedom of Expression Policy and the Freedom of Speech Policy uphold freedom of speech and academic freedom consistent with the *Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers* (the French Model Code).

In late 2020, the University received the findings of the Walker Review of Australian university policies on Freedom of Speech and Academic Freedom. The Review assessed universities' policies alignment with the French Model Code on Academic Freedom and Freedom of Speech and determined that the University of Melbourne's Freedom of Speech Policy was 'partially aligned'. Amendments to the Policy were approved by Council in March 2021. Following consideration by the Department of Education, the University's policies were deemed to be 'fully aligned' with the French Model Code.

The University believes that the right to freedom of speech, and the promotion and protection of academic freedom, must and can coexist with a culture of respect for the rights of all to participate fully in the life of the University. In September 2021 the University approved 'Guidelines for the Appropriate Exercise of Freedom of Speech'. The Guidelines are based on the University's Freedom of Speech and Appropriate Workplace Behaviour policies and on the French Model Code. They provide staff and students with more detailed advice regarding their responsibilities as well as their rights in the exercise of freedom of speech ([about.unimelb.edu.au/\\_\\_data/assets/pdf\\_file/0017/322208/GuidelinesAppropriateExerciseFreeSpeech.pdf](https://www.unimelb.edu.au/__data/assets/pdf_file/0017/322208/GuidelinesAppropriateExerciseFreeSpeech.pdf)).

Among other things, the Guidelines make clear the University's commitment to the values of academic freedom and freedom of speech, as the foundation on which all universities are able to pursue their academic mission, and its duty to ensure that no staff member or student suffers unfair disadvantage or unfair discrimination by reason of their inherent and protected attributes in this context. The Guidelines indicate that reasonable and proportionate measures will be taken to prevent any person from using lawful speech which is intended, or could reasonably be construed to be intended, to humiliate, insult, or intimidate. The Guidelines are explicit in stating that this does not extend to a duty to protect others from feeling offended or shocked or insulted by lawful speech. The Guidelines also prohibit threatening or intimidating behaviour towards anyone on account of anything they have said in exercising freedom of speech.

In 2021, the University also introduced a module on Freedom of Speech in Education and Research to be undertaken by all undergraduates. The module was piloted in the Bachelor of Bioscience in 2021 and will be embedded in all undergraduate degrees from 2022 onwards. One of the aims of this module is to help students new to the University of Melbourne to understand the intellectual environment of the University as a place where students are encouraged to engage with many different viewpoints, and to express their own.

Through continued discussion within the University community and exploration of the impacts, opportunities and potential issues relating to freedom of speech, the University seeks to foster an environment where critical thinking and robust debate can flourish, and where the rights of all to a respectful and inclusive environment in which to work and study are protected.

## FOREIGN INTERFERENCE, INFLUENCE AND RELATIONS ATTESTATION STATEMENT

The University of Melbourne recognises the critical importance of securing Australia's national interests, as well as the University's interests, from foreign interference and foreign influence. As a global institution, the University is alert, pro-active and sophisticated in how it manages potential risk to Australia's knowledge and technological resources and Australia's national security.

Across the University, work is advancing to enhance risk management practices, build a stronger information base to guide decisions, and drive cultural change across all its domains. These ongoing efforts are a complex, whole-of-institution project and, where appropriate, are undertaken in consultation with relevant government agencies.

Under the auspice of the Foreign Interference Working Group, University departments – including Legal and Risk, Research Innovation and Commercialisation, Information Technology, Human Resources, Chancellery International, Advancement, Chancellery Research and Enterprise – are engaged on workstreams addressing foreign interference and influence risk management. Additionally, a number of working groups and committees, drawing on senior leadership across the University, have been established to ensure that oversight and risk management is comprehensive and responsive.

Due diligence and security practices are distributed across University of Melbourne portfolios and academic divisions. The Foreign Interference Working Group seeks to drive greater transparency and oversight of risk-related matters, bringing together various activities to ensure sector-leading compliance with relevant laws and regulations on a University-wide basis.

The Working Group has oversight of implementation of the Australian Government's University Foreign Interference Transparency (UFIT) guidelines. The University continues to progress its staged UFIT action and implementation plan.

This includes compliance under the Foreign Interference and Transparency Scheme (FITS) and the more recently introduced Foreign Arrangements Scheme (FAS). To date, no activities have been identified that would be registrable under the FITS Act and these are monitored on an ongoing basis to maintain compliance. A number of arrangements have been submitted to the FAS Public Register, with a small subset now appearing on the register.

The University also made training modules on the Foreign Influence Transparency Scheme and the Foreign Arrangements Scheme available to all staff and provided targeted communications about these modules to staff working in high-risk areas.

## CHILD SAFETY

The University of Melbourne continues in its commitment to protect the safety and wellbeing of children under the age of 18, through its robust child safety reporting, staff recruitment and student admission and enrolment processes.

The University is seeking to further embed a culture of child safety across all areas of its operations through a program of work sponsored by Child Safe Champion (University Provost) and Child Safe Responsible Officer (Director, Student Services – Student and Scholarly Services). The focus of this work includes education, risk management and enhanced governance and will align with the introduction of the new Child Safe Standards in July 2022.

## GENDER EQUALITY

The University of Melbourne is one of the defined entities under the new Victorian *Gender Equality Act 2020*. The Act came into effect on 31 March 2021 and is overseen by Victoria's first Public Sector Gender Equality Commissioner. The Act sets requirements for the Victorian public sector, local councils and universities (defined entities), to take positive action towards gender equality in their policies, programs and services.

There are four key compliance activities specified by the *Gender Equality Act*. To date, the University has been fully compliant with these requirements:

### 1. Gender Impact Assessments (GIAs)

The University established an institution-wide approach to identifying policies, programs and services for GIAs and completed an assessment for introduction of its Gender Affirmation Policy.

### 2. Workplace Gender Audit

The University completed a Workplace Gender Audit as a baseline for monitoring and measuring gender equality. It comprises collection and analysis of outcomes from its Gender Equality Survey and a workforce data report. The University submitted the Workplace Gender Audit data to the Commission for Gender Equality in the Public Sector on 1 December 2021.

### 3. Gender Equality Action Plan (GEAP)

Drawing on outcomes from the Workplace Gender Audit, the University is developing a GEAP to identify strategies, actions and measures to improve gender equality for staff. Two rounds of consultations with governing bodies, the National Tertiary Education Union and University staff are currently underway. The University is on track to submit the GEAP on 31 March 2022.

### 4. Progress reporting

Currently underway, the University is required to report on the progress of the GEAP implementation and GIAs by 31 October 2023.

## INFORMATION GOVERNANCE

### CYBERSECURITY

The University of Melbourne is committed to maintaining the confidentiality of its data and ensuring the availability and integrity of its systems and digital assets. The evolution of the cyber threats and associated increases in the frequency and sophistication of cyber-attacks remains a significant issue for the higher education sector. Coupled with pandemic-driven reliance on connected systems accessible from around the world, the need to defend against cyber threats continues to be a significant organisational priority for the University.

During 2021, the University continued to invest in the enhancement of its cybersecurity controls across the organisation with the objective of delivering a more cyber-resilient posture. This included deployment of an industry-leading endpoint security platform, expansion of multi-factor authentication to all University accounts, enhancement of governance and assurance controls including third party assurance, and the creation of active threat models. In addition, the University enhanced the capability and capacity of its internal cybersecurity team, and collaborated with external cybersecurity service providers to ensure situational awareness of threats and timeliness and completeness of response.

The University is also committed to ensuring that cybersecurity awareness and education is part of a holistic approach to the enhancement of its cybersecurity responses. As part of this program in 2021, a number of initiatives – including cybersecurity awareness campaigns, webinars, targeted education campaigns, and phishing simulations – were delivered throughout the year. To encourage University projects and initiatives to adopt a 'secure-by-design' philosophy and provide cyber-risk mitigation strategies, the Cybersecurity Advisory Group was bolstered with additional subject matter expertise.

In 2022, these programs will continue and new cybersecurity capabilities and technology-related controls will be introduced in collaboration with partners, government and industry.



## PRIVACY AND DATA PROTECTION

The University of Melbourne respects the privacy of students, staff and anyone who interacts with the University and is committed to protecting and managing personal and health information fairly and lawfully. The University's central privacy governance model encompasses a multifaceted approach to supporting privacy compliance and best practice across the University.

Last year the University released *Advancing Melbourne 2030*, its 10-year strategic plan, with the aspiration to be a world-leading and globally connected university. Integral to realising this ambition is the effective and compliant management of personal data, which will become progressively more crucial to its operations.

Large and complex organisations with global reach increasingly require a robust privacy management foundation to assure compliance with evolving domestic and international privacy laws. To this end, the privacy team undertook an assessment of the University's privacy management model in 2021, measured against the Office of the Victorian Information Commissioner's (OVIC) Privacy Management Framework, released in 2020. The outcomes of the assessment will inform development of a University Privacy Management Framework in 2022 to strengthen the University's existing privacy governance model and further embed a culture of privacy awareness and best practice throughout the organisation.

This year OVIC released a report on its examination into the protection of personal information in Victorian universities. The purpose of OVIC's examination was to consider whether Victorian universities have appropriate policies and procedures in place to protect personal information. The University of Melbourne's privacy team submitted evidence in response to the examination throughout the first half of 2021. OVIC released its final report in June 2020 and made six key recommendations. These recommendations will be fully addressed by the University in its Privacy Management Framework (currently in development).

The COVID-19 pandemic continues to pose new privacy challenges, due both to the accelerated move towards digital ways of teaching and working, as well as the increased collection and processing of health information necessary to keep campuses safe. Throughout the year the University's privacy team provided extensive advice on collection and management of personal and health information to support the University's pandemic response activities. This included advice on collection of COVID-19 vaccination information, in compliance with ongoing public health directions and University policy.

Other key activities in 2021 included:

- Providing privacy support across core areas and projects, such as sensitive research data management, CRM projects and online learning delivery
- Conducting privacy impact assessments for a wide range of initiatives
- Developing resources and guidance for staff on good privacy practices.

## RECORDS AND INFORMATION

The University of Melbourne is committed to effective and compliant management of University records in relation to research, learning and teaching, engagement and administration. As a public office, the University is subject to the *Public Records Act 1973* (Vic) and its published recordkeeping standards. The University's Records Management Policy (MPF1106) aligns with these commitments and is supported by published records management processes.

The University's Records and Information team has pioneered and supported a variety of initiatives to achieve the University's objective of managing the records and information of the organisation compliantly. This includes:

- Ongoing deployment of Records Managed SharePoint and assessment of other line-of-business systems procured by the University, supporting integrations with the enterprise recordkeeping system Content Manager where appropriate
- Enhancing the University's capability to comply with new legislation such as *Australia's Foreign Relations (State and Territory Arrangements) Act 2020*
- Partnering with Digital Stewardship (Research) on the preservation of University records. This includes an integration of front-end business and preservation systems, and improvements to digital preservation services.

The University's Information Governance Services also supported the cross-institutional Australian Research Data Commons' Institutional Underpinnings Program in 2021. The \$65,000 grant provided to the University will support improvements to research data retention processes, management of sensitive data and open data initiatives.





# FINANCIALS

## Financial statement overview

<b>Year in review</b>	<b>118</b>
-----------------------	------------

<b>Five-year financial summary</b>	<b>121</b>
------------------------------------	------------

## Financial statements

Income Statement	124
Comprehensive Income Statement	125
Statement of Financial Position	126
Statement of Changes in Equity	127
Statement of Cash Flows	128

## Notes to and forming part of the financial statements

1. Statement of significant accounting policies	129
---	-----

## How we are funded

2. Disaggregation of revenue and income	131
3. Australian Government financial assistance	132
4. State and Local Government financial assistance	133
5. Fees and charges	133
6. Investment revenue and other investment income	134
7. Other revenue	135

## Composition of expenditure

8. Employee related expenses	136
9. Impairment of assets	136
10. Loss/(gain) on disposal of assets	137
11. Other expenses	137

## Assets

12. Cash and cash equivalents	138
13. Receivables and contract assets	138
14. Other financial assets	140
15. Other non-financial assets	141
16. Property, plant and equipment	142
17. Intangible assets	149

## Liabilities and equity

18. Trade and other payables	150
19. Borrowings	150
20. Provisions	152
21. Contract and other liabilities	154
22. Other financial liabilities	155
23. Reserves	157

## Cash flows

24. Reconciliation of net result for the year to net cash flows from operating activities	158
---	-----

## Unrecognised items

25. Contingencies	158
26. Commitments	159
27. Subsequent events	159

## Mandatory disclosures

28. Subsidiaries, joint arrangements and associates	160
29. Financial risk management	161
30. Fair value measurements	163
31. Remuneration of auditors	166
32. Related party transactions	167
33. Key management personnel	168
34. Acquittal of Australian Government financial assistance (University only)	170
35. US Department of Education financial responsibility supplemental schedule	174

## Statement by the Vice-Chancellor and Chief Financial Officer

**176**

## Victorian Auditor-General's audit report

**177**

## Disclosure index

**181**



# FINANCIAL STATEMENTS OVERVIEW YEAR IN REVIEW

## MEASURING FINANCIAL PERFORMANCE

The University of Melbourne monitors its financial performance using an internal financial measure referred to as the operating result. This measure reflects the capacity of the University to live within its means, by removing from the net (or accounting) result, items that distort core operating performance such as discretionary investment income and income of a capital nature.

This provides a safeguard against unexpected adverse events and ensures no cross subsidisation of operations from investments. When global markets are volatile, relying on investment income for operations is a high-risk strategy.

The operating result is calculated by subtracting discretionary investment income, interest expense, philanthropic endowment income and infrastructure grant income from the net (or accounting) result.

**\$147m**

**Operating result**

▲ Up \$139M on FY20

**5.5%**

**Operating margin**

▲ Up 5.1 percentage points  
on FY20

**\$584m**

**Net result**

▲ Up \$406M on FY20

## UNDERSTANDING OUR FINANCIAL PERFORMANCE

The 2021 year was again impacted by the continued effects of the COVID-19 pandemic. Cost reduction measures continued and were successful in mitigating the adverse financial impacts of the pandemic. The University achieved an operating result of \$147 million, \$139 million higher than for 2020. This is an outstanding result and is mainly driven by cost reduction measures, a once-off Federal Government support package and increased student revenue.

The net result was \$584 million, \$406 million higher than the previous year. This increase was primarily due to the significant investment income of \$470 million, of which \$252 million are unrealised gains resulting from changes to the market value of investments which, under accounting rules, are required to be recognised as income.

**\$2.7bn**

**Operating income**

▲ Up 9.7% on FY20

**54,411**

**Student EFTSL**

▲ Up 4.3% on FY20

40% International

60% Domestic

**Student revenue**

**58%**

**International**

**42%**

**Domestic**

Operating income was \$2.660 billion, an increase of \$234 million or 9.7 per cent on 2020, driven by a once-off Federal Government support package of \$111 million and an increase in student revenue.

The increase in student revenue in 2021 was primarily due to students taking on more subjects than in FY20.

In addition to the Federal Government support package received, the University had another successful year in attracting research income due to continued funding of medical research.

**\$2.5bn**

**Operating expenditure**

▲ Up 3.9% on FY20

**\$1.5bn**

**Employee**

in line with FY20

**\$1.0bn**

**Non-employee**

▲ Up 9.9% on FY20

Operating expenditure was \$2.512 billion, an increase of \$95 million. This 3.9 per cent increase on 2020 is lower than the 9.7 per cent increase in operating income.

Employee expenditure was in line with the previous year. Salary increases were offset by cost reduction measures.

Non-employee expenditure increased by \$91 million or 9.9 per cent against the previous year. This was largely to deliver increased teaching and research activity as well as increased infrastructure costs for new projects such as Melbourne Connect.

**\$10.6bn**

**Total assets**

▲ Up 11.8% on FY20

**\$2.9bn**

**Total liabilities**

▲ Up 10.1% on FY20

**\$7.7bn**

**Net assets**

▲ Up 12.5% on FY20

## FINANCIAL POSITION

### Total assets

Increased by \$1.1 billion or 11.8 per cent to \$10.595 billion.

### Key movements

- Over half of the University's assets comprise property, and plant and equipment which enable sustainable operations. In 2021 the property, plant and equipment value increased by \$584 million due to a revaluation of land, buildings and construction additions. Additions largely relate to Fishermans Bend, Melbourne Connect and Little Hall.
- Investments (financial assets) increased by \$681 million primarily due to market performance, and endowment income (which is added to the investment portfolio), and changes to the asset allocation from cash to other financial assets.

### Total liabilities

Increase of \$262 million or 10.1 per cent to \$2.852 billion.

### Key movements

- Borrowings increased by \$170 million mainly due to the recognition of a lease liability for Melbourne Connect. The debt-to-equity ratio marginally changed from 9.9 per cent in the previous year to 11.0 per cent.
- The University had a successful year in attracting research funding, in particular medical research which will be spent over multiple years. As a result, refund liabilities (within other financial liabilities) which represent the unspent portion of activity, increased by \$70 million.

Other than the above, there were no significant changes in the financial position during the year.



# FIVE-YEAR FINANCIAL SUMMARY

The table below provides a summary of the University of Melbourne's financial results for the current and preceding four reporting periods. Where required, amounts have been restated to ensure consistent accounting treatment from changes to accounting policy.

## INCOME STATEMENT

	2021	2020	2019	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000
Income	3,125,930	2,664,107	2,853,644	2,661,608	2,511,203
Expenses	2,541,852	2,485,885	2,533,159	2,592,699	2,276,313
<b>Net result before impairment of available-for-sale financial assets</b>	<b>584,078</b>	<b>178,222</b>	<b>320,485</b>	<b>68,909</b>	<b>234,890</b>
Impairment expense on available-for-sale financial assets	-	-	-	-	12,068
<b>Net result</b>	<b>584,078</b>	<b>178,222</b>	<b>320,485</b>	<b>68,909</b>	<b>222,822</b>

## STATEMENT OF FINANCIAL POSITION

	2021	2020	2019	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets	939,946	1,073,798	1,143,952	1,026,643	792,129
Non-current assets	9,654,806	8,401,427	7,693,211	6,653,233	6,363,756
<b>Total assets</b>	<b>10,594,752</b>	<b>9,475,225</b>	<b>8,837,163</b>	<b>7,679,876</b>	<b>7,155,885</b>
Current liabilities	1,258,124	1,335,405	833,014	807,904	728,912
Non-current liabilities	1,594,025	1,254,717	1,530,032	1,151,922	795,228
<b>Total liabilities</b>	<b>2,852,149</b>	<b>2,590,122</b>	<b>2,363,046</b>	<b>1,959,826</b>	<b>1,524,140</b>
Reserves	5,192,699	4,803,768	4,469,329	3,927,586	3,992,329
Retained surplus	2,549,904	2,081,335	2,004,788	1,792,464	1,639,416
<b>Total equity</b>	<b>7,742,603</b>	<b>6,885,103</b>	<b>6,474,117</b>	<b>5,720,050</b>	<b>5,631,745</b>
<b>Liquidity ratio</b>	<b>0.75</b>	<b>0.80</b>	<b>1.37</b>	<b>1.27</b>	<b>1.09</b>
<b>Debt to equity</b>	<b>11.0%</b>	<b>9.9%</b>	<b>11.0%</b>	<b>11.5%</b>	<b>11.4%</b>

### Notes

1. In 2017, the University issued domestic Australian dollar Medium Term Note to the value of \$100 million for 25 years.
2. In 2021, the University issued domestic Australian dollar Medium Term Note to the value of \$150 million for 10 years.
3. Independent valuations of land were carried out, increasing non-current assets and reserves in 2017 (\$203 million), 2018 (\$14 million), 2019 (\$118 million), 2020 (\$156 million) and 2021 (\$124 million). Buildings were valued in 2017, increasing non-current assets and reserves by \$98 million, in 2019 (\$209 million), in 2020 (\$50 million) and 2021 (\$33 million). Service concession assets were valued in 2019 (\$22 million), 2020 (\$3 million) and 2021 (\$25 million).
4. During 2018, the University received \$332 million from monetising rents on two student accommodation sites (303 Royal Parade and Little Hall). A similar arrangement was entered into in 2019 for the Melbourne Connect student accommodation, where the University received \$155 million. The amounts received are recognised as deferred income in contract and other liabilities in the financial statements and will be recognised as income over the life of each concession (40 years).

The table below provides a summary of the University's operating income and expenditure for the current and preceding four reporting periods along with a reconciliation to the net result.

## OPERATING INCOME AND EXPENDITURE

	2021	2020	2019	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income per audited financial statements</b>	<b>3,125,930</b>	<b>2,664,107</b>	<b>2,853,644</b>	<b>2,661,608</b>	<b>2,511,202</b>
<i>Reconciling items:</i>					
Investment income (excluding endowments and research grants)	111,715	64,727	182,474	135,583	148,548
Gain on financial assets and liabilities at fair value through profit or loss	312,443	55,517	115,620	-	-
Gain from sale of asset	-	-	-	-	31,538
Infrastructure grant income	17,533	32,066	1,435	63	63
Philanthropic endowment income	24,371	85,715	22,765	31,510	57,504
Other	(360)	-	-	-	-
<b>Operating income</b>	<b>2,660,228</b>	<b>2,426,082</b>	<b>2,531,350</b>	<b>2,494,452</b>	<b>2,273,549</b>
<b>Expenditure per audited financial statements</b>	<b>2,541,852</b>	<b>2,485,885</b>	<b>2,533,159</b>	<b>2,592,699</b>	<b>2,288,381</b>
<i>Reconciling items:</i>					
Interest expense	28,910	33,816	34,354	32,598	28,667
Infrastructure expense	-	34,059	-	-	-
Loss on financial assets and liabilities at fair value through profit or loss	-	-	-	123,200	-
Impairment expense	3	-	3,782	-	12,068
Other	114	532	282	-	-
<b>Operating expenditure</b>	<b>2,512,825</b>	<b>2,417,478</b>	<b>2,494,741</b>	<b>2,436,901</b>	<b>2,247,646</b>
<b>Net result per audited financial statements</b>	<b>584,078</b>	<b>178,222</b>	<b>320,485</b>	<b>68,909</b>	<b>222,822</b>
<i>Reconciling items:</i>					
Net discretionary financing activities	395,245	86,428	259,958	(20,215)	107,813
Infrastructure grant income	17,533	(1,993)	1,435	63	63
Gain from sale of asset	-	-	-	-	31,538
Philanthropic endowment income	24,371	85,715	22,765	31,510	57,504
Other	(474)	(532)	(282)	-	-
<b>Operating result</b>	<b>147,403</b>	<b>8,604</b>	<b>36,609</b>	<b>57,551</b>	<b>25,904</b>
<b>Operating margin</b>	<b>5.5%</b>	<b>0.4%</b>	<b>1.4%</b>	<b>2.3%</b>	<b>1.1%</b>

### Notes

1. 'Net discretionary financing activities' comprises investment income (excluding endowments and research grants), gain or loss on financial assets and liabilities at fair value through profit or loss, less interest and impairment expense.
2. 'Infrastructure grant income' are grants received for capital projects and are excluded from the operating result due to the mismatch between income recorded and expenditure which inflates the accounting result. Income is recorded in the Income Statement whereas expenditure is capitalised in the Statement of Financial Position.
3. 'Philanthropic endowment income' represents capital donations where the principal is to remain intact for a defined time and income is generated on that principal for utilisation in future years. This also includes donations received where the principal will be used to fund, or partially fund, construction of new buildings.
4. 'Gain from sale of assets' comprises the sale of a University property in Sturt Street Southbank in 2017 and has been excluded from the operating result on the basis that it is a large abnormal item.
5. 'Other' comprises the Academic Incentive Pool which is an internal incentive scheme that awards funds to University faculties where financial targets have been exceeded. Expenditure is excluded from the operating result as it is not a measure of financial performance.

## EVENTS OCCURRING AFTER REPORTING DATE

The 31 December 2021 financial statements and associated financial audit were first completed on 2 June 2022 following the issuance of the Victorian Auditor General's Office Independent Auditor's Report.

Subsequent to that date, the University was made aware of an additional disclosure required for the US Department of Education William D Ford Federal Direct Loan Program. The loan program is administered by the University whereby, loan funds are provided to the University for tuition fees for US students and the remainder is provided to the student for living expenses. To comply with the program, financial statements must include a supplemental schedule and, as such the 31 December 2021 financial statements have been reissued to include Note 35. No other changes have been made to the financial statements.

Since the end of the financial year ended 31 December 2021 and the date of signing of the reissued financial statements, the following matters have arisen:

- In 2022 the Group issued a domestic Australian dollar Medium Term Note to the value of \$200 million. The bond coupon rate is 4.67% fixed for 7 years.
- The University completed its second offering in the US Private Placement (USPP) market during 2022. This comprised three tranches of senior notes totalling the equivalent of \$400 million AUD. These were made up of \$260 million AUD for 30 years, \$110 million AUD for 30 years and \$30 million AUD for 40 years.

Unless otherwise disclosed, no other matters or circumstances have arisen since the end of the financial year that have affected or may subsequently affect the financial position of the Group.

For further information in relation to the University's financial performance and position subsequent to the financial year ended 31 December 2021, refer to the 31 December 2022 Annual Report.

## 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 2021, there were 71 consultancies where total fees payable to the consultants were in excess of \$10,000. Total expenditure incurred during the year in relation to these consultancies was \$18.343 million (excluding GST).

There were no consultancies under \$10,000.

Details of individual consultancies can be viewed at <https://about.unimelb.edu.au/news-resources/reports-and-publications>.



Katerina Kapobassis  
Chief Financial Officer  
23 August 2023



# FINANCIAL STATEMENTS

## INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2021

		Consolidated		University	
		2021	2020	2021	2020
	Note	\$'000	\$'000	\$'000	\$'000
<b>Revenue and income from continuing operations</b>					
Australian Government financial assistance					
– Australian Government grants	3	931,654	749,165	931,654	749,165
– HELP – Australian Government payments	3	301,103	295,083	301,103	295,083
State and Local Government financial assistance	4	63,268	56,434	63,268	56,434
HECS-HELP – student payments		32,043	31,656	32,043	31,656
Fees and charges	5	1,031,987	1,002,263	1,000,293	975,718
Investment revenue	6	165,197	118,684	157,848	114,570
Consultancy and contracts		142,174	125,914	142,174	125,914
Other revenue	7	183,743	257,296	185,271	263,593
Share of profit/(loss) of equity accounted investments		(167)	(3,543)	(167)	(3,543)
Other investment income	6	312,443	55,517	312,443	55,517
<b>Total revenue and income from continuing operations</b>		<b>3,163,445</b>	<b>2,688,470</b>	<b>3,125,930</b>	<b>2,664,108</b>
<b>Expenses from continuing operations</b>					
Employee related expenses	8	1,531,233	1,527,722	1,499,124	1,494,942
Depreciation and amortisation	16, 17	147,838	138,063	144,155	133,571
Repairs and maintenance		58,918	51,110	57,938	50,615
Finance costs		47,180	33,892	47,100	33,816
Impairment of assets	9	(2,641)	(2,655)	(2,724)	(2,657)
Loss/(gain) on disposal of assets	10	(287)	49	(287)	(73)
Other expenses	11	797,203	771,934	796,546	775,671
<b>Total expenses from continuing operations</b>		<b>2,579,444</b>	<b>2,520,115</b>	<b>2,541,852</b>	<b>2,485,885</b>
<b>Net result</b>		<b>584,001</b>	<b>168,354</b>	<b>584,078</b>	<b>178,222</b>

*The above Income Statement should be read in conjunction with the accompanying notes.*

## COMPREHENSIVE INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	Consolidated		University	
		2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
<b>Net result</b>		<b>584,001</b>	<b>168,354</b>	<b>584,078</b>	<b>178,222</b>
<b>Items that may be reclassified to the Income Statement</b>					
Valuation gain/(loss) on cash flow hedge		23,343	5,096	23,343	5,096
<b>Items that will not be reclassified to the Income Statement</b>					
Gain/(loss) on revaluation:					
– Land and buildings	<b>16</b>	164,121	222,189	162,125	206,218
– Works of art and other collections	<b>16</b>	16,053	14,595	16,053	14,595
– Service concession assets	<b>16</b>	25,018	3,342	25,018	3,342
Gain/(loss) on financial assets designated at fair value through other comprehensive income		68,284	5,159	46,882	3,514
Superannuation:					
– Increase/(decrease) deferred government contribution	<b>13</b>	(7,389)	(110)	(7,389)	(110)
– (Increase)/decrease deferred government employee benefits		7,389	110	7,389	110
Other		(12)	81	-	-
<b>Total other comprehensive income</b>		<b>296,807</b>	<b>250,462</b>	<b>273,421</b>	<b>232,765</b>
<b>Comprehensive result</b>		<b>880,808</b>	<b>418,817</b>	<b>857,499</b>	<b>410,987</b>

*The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.*

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

		Consolidated		University	
	Note	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	12	774,113	821,817	767,218	811,602
Receivables and contract assets	13	137,464	152,881	133,091	149,483
Other financial assets	14	7,464	39,450	7,464	39,450
Other non-financial assets	15	33,280	73,837	32,173	73,263
Assets classified as held for sale	16	42,082	40,109	-	-
<b>Total current assets</b>		<b>994,403</b>	<b>1,128,094</b>	<b>939,946</b>	<b>1,073,798</b>
<b>Non-current assets</b>					
Receivables and contract assets	13	92,733	99,822	92,733	99,822
Other financial assets	14	3,434,923	2,731,200	3,302,532	2,624,962
Other non-financial assets	15	3,806	3,657	3,806	3,657
Investments in associates and joint ventures	28	11,366	11,533	11,366	11,533
Property, plant and equipment	16	6,316,688	5,747,179	6,162,081	5,590,898
Intangible assets	17	82,949	72,030	82,288	70,555
<b>Total non-current assets</b>		<b>9,942,465</b>	<b>8,665,421</b>	<b>9,654,806</b>	<b>8,401,427</b>
<b>TOTAL ASSETS</b>		<b>10,936,868</b>	<b>9,793,515</b>	<b>10,594,752</b>	<b>9,475,225</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other payables	18	223,776	180,066	217,765	173,348
Borrowings	19	33,617	270,077	33,127	268,948
Provisions	20	381,045	344,175	374,593	337,851
Contract and other liabilities	21	241,300	257,049	234,381	251,793
Other financial liabilities	22	398,258	303,465	398,258	303,465
<b>Total current liabilities</b>		<b>1,277,996</b>	<b>1,354,832</b>	<b>1,258,124</b>	<b>1,335,405</b>
<b>Non-current liabilities</b>					
Borrowings	19	820,238	414,030	819,677	413,475
Provisions	20	151,152	153,636	150,656	153,207
Contract and other liabilities	21	614,634	645,319	614,634	645,319
Other financial liabilities	22	9,058	42,716	9,058	42,716
<b>Total non-current liabilities</b>		<b>1,595,082</b>	<b>1,255,701</b>	<b>1,594,025</b>	<b>1,254,717</b>
<b>TOTAL LIABILITIES</b>		<b>2,873,078</b>	<b>2,610,533</b>	<b>2,852,149</b>	<b>2,590,122</b>
<b>NET ASSETS</b>		<b>8,063,790</b>	<b>7,182,982</b>	<b>7,742,603</b>	<b>6,885,103</b>
<b>EQUITY</b>					
Reserves	23	5,448,004	5,034,840	5,192,699	4,803,768
Retained surplus		2,615,786	2,148,142	2,549,904	2,081,335
<b>TOTAL EQUITY</b>		<b>8,063,790</b>	<b>7,182,982</b>	<b>7,742,603</b>	<b>6,885,103</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 2021

	Consolidated			University		
	Reserves	Retained Surplus	Total	Reserves	Retained Surplus	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance at 1 January 2020</b>	<b>4,682,693</b>	<b>2,081,473</b>	<b>6,764,166</b>	<b>4,469,329</b>	<b>2,004,788</b>	<b>6,474,117</b>
<b>Net result</b>	-	<b>168,354</b>	<b>168,354</b>	-	<b>178,222</b>	<b>178,222</b>
<b>Other comprehensive income</b>						
Gain/(loss) on revaluation:						
– Land and buildings	222,189	-	<b>222,189</b>	206,218	-	<b>206,218</b>
– Works of art and other collections	14,595	-	<b>14,595</b>	14,595	-	<b>14,595</b>
– Service concession arrangements	3,342	-	<b>3,342</b>	3,342	-	<b>3,342</b>
Gain/(loss) on financial assets designated at fair value through other comprehensive income	5,159	-	<b>5,159</b>	3,514	-	<b>3,514</b>
Gain/(loss) on cash flow hedge	5,096	-	<b>5,096</b>	5,096	-	<b>5,096</b>
Deferred government superannuation:						
– Increase/(decrease) in contribution	(110)	-	<b>(110)</b>	(110)	-	<b>(110)</b>
– (Increase)/decrease in employee benefits	110	-	<b>110</b>	110	-	<b>110</b>
Other	81	-	<b>81</b>	-	-	-
<b>Total comprehensive income</b>	<b>250,462</b>	<b>168,354</b>	<b>418,817</b>	<b>232,765</b>	<b>178,222</b>	<b>410,987</b>
Net transfers	101,685	(101,685)	-	101,674	(101,674)	-
<b>Balance at 31 December 2020</b>	<b>5,034,840</b>	<b>2,148,142</b>	<b>7,182,982</b>	<b>4,803,768</b>	<b>2,081,336</b>	<b>6,885,104</b>
<b>Balance at 1 January 2021</b>	<b>5,034,840</b>	<b>2,148,142</b>	<b>7,182,982</b>	<b>4,803,768</b>	<b>2,081,336</b>	<b>6,885,104</b>
<b>Net result</b>	-	<b>584,001</b>	<b>584,001</b>	-	<b>584,078</b>	<b>584,078</b>
<b>Other comprehensive income</b>						
Gain/(loss) on revaluation:						
– Land and buildings	164,121	-	<b>164,121</b>	162,125	-	<b>162,125</b>
– Works of art and other collections	16,053	-	<b>16,053</b>	16,053	-	<b>16,053</b>
– Service concession arrangements	25,018	-	<b>25,018</b>	25,018	-	<b>25,018</b>
Gain/(loss) on financial assets designated at fair value through other comprehensive income	68,284	-	<b>68,284</b>	46,882	-	<b>46,882</b>
Gain/(loss) on cash flow hedge	23,343	-	<b>23,343</b>	23,343	-	<b>23,343</b>
Deferred government superannuation:						
– Increase/(decrease) in contribution	(7,389)	-	<b>(7,389)</b>	(7,389)	-	<b>(7,389)</b>
– (Increase)/decrease in employee benefits	7,389	-	<b>7,389</b>	7,389	-	<b>7,389</b>
Other	(12)	-	<b>(12)</b>	-	-	-
<b>Total comprehensive income</b>	<b>296,807</b>	<b>584,001</b>	<b>880,808</b>	<b>273,421</b>	<b>584,078</b>	<b>857,499</b>
Net transfers	116,357	(116,357)	-	115,510	(115,510)	-
<b>Balance at 31 December 2021</b>	<b>5,448,004</b>	<b>2,615,786</b>	<b>8,063,790</b>	<b>5,192,699</b>	<b>2,549,904</b>	<b>7,742,603</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 2021

	Note	Consolidated		University	
		2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>					
Australian Government grants		1,333,448	1,141,773	1,333,448	1,141,773
OS-HELP		191	7,237	191	7,237
State and Local Government grants		55,911	61,588	55,911	61,588
HECS-HELP student payments		32,043	31,656	32,043	31,656
Dividends received		136,413	125,139	129,086	121,374
Interest received		4,618	11,781	4,597	11,700
Receipts of student and other fee-for-service activities		1,015,498	1,019,300	983,678	994,969
Other operating inflows		337,262	385,252	338,465	388,468
Payments to employees		(1,491,958)	(1,413,136)	(1,460,041)	(1,379,848)
Payments to suppliers (inclusive of GST)		(568,715)	(612,628)	(549,673)	(594,422)
Interest and other costs of finance paid		(32,767)	(28,828)	(32,687)	(28,751)
Other operating outflows		(217,256)	(234,964)	(234,389)	(251,093)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>24</b>	<b>604,688</b>	<b>494,170</b>	<b>600,629</b>	<b>504,651</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment		2,577	367	2,577	352
Proceeds from sale of financial assets		813,325	1,156,360	796,245	1,142,700
Payments for property, plant and equipment and intangibles		(255,197)	(394,335)	(253,387)	(393,668)
Payments for other financial assets		(1,108,038)	(1,313,403)	(1,086,023)	(1,300,713)
<b>Net cash inflow/(outflow) from investing activities</b>		<b>(547,333)</b>	<b>(551,011)</b>	<b>(540,588)</b>	<b>(551,329)</b>
<b>Cash flows from financing activities</b>					
Proceeds from borrowings		149,868	728	149,868	-
Other financing inflows		26,909	-	26,909	-
Repayment of borrowings		(257,158)	(6,034)	(256,430)	(6,034)
Repayment of lease liabilities		(24,678)	(11,793)	(24,772)	(11,364)
<b>Net cash inflow/(outflow) from financing activities</b>		<b>(105,059)</b>	<b>(17,099)</b>	<b>(104,425)</b>	<b>(17,398)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(47,704)</b>	<b>(73,940)</b>	<b>(44,384)</b>	<b>(64,076)</b>
<b>Cash and cash equivalents at 1 January</b>		<b>821,817</b>	<b>895,757</b>	<b>811,602</b>	<b>875,678</b>
<b>Cash and cash equivalents at 31 December</b>	<b>12</b>	<b>774,113</b>	<b>821,817</b>	<b>767,218</b>	<b>811,602</b>

*The above Statement of Cash Flows 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 2021 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 Tier 1 general purpose financial statements are prepared as follows:

- Prepared under the historical cost convention, as modified by the revaluation of financial assets designated at fair value through other comprehensive income, financial assets and liabilities at fair value through profit or loss 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* (Vic) and *Australian Charities and Not-for-profits Commission Act 2012*.
- The University is a not-for-profit entity and these financial statements have been prepared on that basis. Some of the requirements for not-for-profit entities are inconsistent with IFRS requirements.
- 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

#### Finance costs

- Interest expense is recognised using the effective interest rate method.

#### 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 is 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

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. Estimates and judgements are continually evaluated by management and are 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 the carrying amounts of assets and liabilities are found in the following notes:



## NOTE 1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### *Estimates*

- Impairment of assets (Note 9)
- Other financial assets (Note 14)
- Property, plant and equipment (Note 16)
- Provisions (Note 20)
- Fair value of derivatives and other financial instruments (Notes 29 and 30)

### *Judgements*

- Revenue and income (Notes 3, 5, and 7)
- Impairment of assets (Note 9)
- Property, plant and equipment (Note 16)
- Borrowings (Note 19)
- Service concession arrangements (Notes 5, 16 and 21)
- Subsidiaries, joint arrangements and associates (Note 28)

#### **1.5 Prior period adjustments**

There were no prior period adjustments required in 2021.

#### **1.6 COVID-19 pandemic**

In March 2020, the Coronavirus (COVID-19) was declared a global pandemic. To slow the spread of the virus, public health measures were imposed across the world and in Australia. The pandemic has had a significant impact on the Higher Education sector with impacts to face-to-face teaching and student numbers as a result of domestic and international travel restrictions.

Measures were implemented to reduce costs and activity and were successful in mitigating the financial impacts. Further detail on the performance of the Group is provided in the financial statements summary.

#### *COVID-19 Basis of preparation*

The Group has a strong financial position, and a robust financial management framework. Considering all available information and the potential impacts of COVID-19, the Group has concluded it is appropriate to prepare its financial statements on a going concern basis.

The below section outlines the significant financial statement balances impacted due to COVID-19.

#### *COVID-19 Significant accounting judgements, estimates and assumptions*

Other financial assets – Investments in managed unit trusts are measured at fair value. The current impact of the pandemic on financial markets is factored into the fair value at reporting date with sensitivity analysis disclosed in Note 29 Financial risk management.

Property, plant and equipment – The Group engaged Colliers International to value property, plant and equipment, and the impact of COVID-19 has been taken into consideration in the valuation provided.

Trade receivables – Assessing the impact of COVID-19 on the Group's receivables shows the collectability of receivables has not deteriorated, even though the Group's customer base has been impacted by domestic and global restrictions. The Group's customer base largely comprises government, fee-paying students and industry partners. Appropriate plans and actions have been put in place by the Group to assist customers and students with payment options if they have been affected by COVID-19.

The Group has assessed the credit quality of trade receivables as a result of the COVID-19 pandemic and in doing so, reassessed the inputs to the provision matrix used to calculate expected credit losses. The provision matrix includes inputs that reflect the current economic environment and as a result, the known economic impact of COVID-19 has been factored into the calculation. This has resulted in a greater percentage of receivables provided for, however overall a lesser provision, due to a lower trade receivables balance at the reporting date.

#### **1.7 Initial application of the International Financial Reporting Standards Interpretations Committee (IFRS IC) Agenda Decisions**

##### *Software-as-a-Service (SaaS) arrangements*

In April 2021, the IFRS IC published an agenda decision relating to the accounting for configuration and customisation costs incurred related to a Software-as-a-Service (SaaS) arrangement. As a result, the Group has changed its accounting policy in relation to configuration and customisation costs incurred in implementing SaaS arrangements.

For the current year, there was no material impact on the application of the IFRS IC Agenda Decision.

#### **1.8 Application of new and revised accounting standards and interpretations**

##### *New and revised accounting standards and 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.

##### *New and revised accounting standards and interpretations to be applied in future reporting periods*

At the date of this report, amendments to accounting standards and interpretations have been published that are not mandatory for the financial year ended 31 December 2021. Application is not expected to result in material changes to the Group's future financial reports.

## HOW WE ARE FUNDED

This section outlines the Group's major revenue and income categories. At a glance for 2021 these are:



\* Australian Government funding is inclusive of higher education loan programs.

### NOTE 2 DISAGGREGATION OF REVENUE AND INCOME

The Group monitors its financial performance using two financial measures, the 'operating result' and 'operating margin'. Both measures reflect the capacity of the Group to live within its means, by removing items that distort core operating performance from the accounting result. A description of both measures can be found in the financial summary section of the Annual Report.

The measures provide a safeguard against unexpected adverse events, ensure no cross subsidisation of operations from investments and allow management to assess current year performance consistently compared with prior years.

Management assesses performance of revenue and income in three categories which broadly align to the University's strategy. These are Teaching and Learning, Research and Other. The table below provides a breakdown of revenue and income reported in the Financial Statements against the three categories.

Consolidated					
	Note	Teaching and Learning \$'000	Research \$'000	Other \$'000	Total \$'000
<b>2021</b>					
Australian Government financial assistance	3	626,645	566,292	39,820	1,232,757
HECS-HELP - student payments		32,043	-	-	32,043
State and Local Government financial assistance	4	4,484	32,712	26,072	63,268
Fees and charges	5	945,663	6,714	79,610	1,031,987
Other revenue	7	2,092	133,258	48,393	183,743
Consultancy and contracts		3,840	127,782	10,552	142,174
Other		2,152	24,363	450,958	477,473
<b>Total revenue and income from continuing operations</b>		<b>1,616,919</b>	<b>891,121</b>	<b>655,405</b>	<b>3,163,445</b>
The revenue and income streams above are accounted for as follows :					
- Total revenue from contracts with customers		1,600,723	185,068	81,912	1,867,703
- Total income of not-for-profit entities		14,044	681,690	96,898	792,632
- Income from leasing and service concessions		-	-	25,637	25,637
- Other		2,152	24,363	450,958	477,473
<b>Total revenue and income from continuing operations</b>		<b>1,616,919</b>	<b>891,121</b>	<b>655,405</b>	<b>3,163,445</b>
<b>2020</b>					
Australian Government financial assistance	3	598,946	392,713	52,589	1,044,248
HECS-HELP - student payments		31,656	-	-	31,656
State and Local Government financial assistance	4	4,349	31,804	20,281	56,434
Fees and charges	5	931,786	9,865	60,612	1,002,263
Other revenue	7	508	186,926	69,862	257,296
Consultancy and contracts		851	84,761	40,302	125,914
Other		-	-	170,658	170,658
<b>Total revenue and income from continuing operations</b>		<b>1,568,096</b>	<b>706,069</b>	<b>414,304</b>	<b>2,688,469</b>
The revenue and income streams above are accounted for as follows :					
- Total revenue from contracts with customers		1,563,747	300,935	176,404	2,041,086
- Total income of not-for-profit entities		4,349	405,134	51,902	461,385
- Income from leasing and service concessions		-	-	15,340	15,340
- Other		-	-	170,658	170,658
<b>Total revenue and income from continuing operations</b>		<b>1,568,096</b>	<b>706,069</b>	<b>414,304</b>	<b>2,688,469</b>

## NOTE 3 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE

	Note	Consolidated		University	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Commonwealth Grant Scheme and other grants	34.a	329,923	313,760	329,923	313,760
Higher Education Loan Programs	34.b	301,103	295,083	301,103	295,083
Education research	34.c	317,089	198,889	317,089	198,889
Capital funding	34.e	2,633	2,888	2,633	2,888
Australian Research Council	34.f	54,734	52,720	54,734	52,720
Other Australian Government financial assistance		227,275	180,908	227,275	180,908
<b>Total Australian Government financial assistance</b>		<b>1,232,757</b>	<b>1,044,248</b>	<b>1,232,757</b>	<b>1,044,248</b>

### Key estimates and judgements

Significant judgement is applied to assess if a grant or contract is enforceable and contains sufficiently specific performance obligations. The table below outlines the circumstances that must exist for consideration to be recognised as revenue from a contract with a customer.

Where grants or contracts are recognised over time, the input method of costs incurred-to-date will be used to measure progress towards satisfaction of the performance obligation. The nature of the product or service and its satisfaction is directly related to the expert knowledge used to produce the product or provide the service. Costs incurred-to-date mainly comprise employee related expenditure. Accordingly, this is the best measure of the transfer of control over the product or service.

### Accounting policy

Revenue is measured at the amount of consideration to which the Group expects to be entitled to in exchange for transferring promised products or services to a customer. Specific revenue recognition criteria are set out below.

Revenue type	Performance obligation	Timing of satisfaction
Commonwealth Grant Scheme and Higher Education Loan Programs	Provision of education services.	Over time, as the student receives and consumes the educational services.
Education research	None	On receipt or right to receive payment in accordance with AASB 1058. Where the agreement contains a termination for convenience clause, the unspent funding is recognised as a financial liability in the form of a refund obligation, with income recognised once the related expenditure has been incurred.
Capital funding	To acquire or construct a non-financial asset. Typically the Group receives capital funding to construct buildings for example, educational facilities.	Over time, as the building or facility is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction are the best measure of the stage of completion of the building.
Australian Research Council and National Health and Medical Research Council (included in Other Australian financial assistance)	None	These contracts contain termination for convenience clauses. On receipt or right to receive payment, the unspent funding is recognised as a financial liability in the form of a refund obligation, with income recognised once the related expenditure has been incurred.
Other grants / Australian Government financial assistance	If the below facts and circumstances exist, these categories meet the criteria to be recognised as a contract with a customer. Otherwise, they are recognised on receipt or right to receive payment.	
	Provision of a final product. For example, a conceptual framework with measures or an evaluation report containing data and recommendations.	At the point-in-time when the final product is delivered. Where the customer controls the benefit throughout the agreement term, the revenue will be recognised over time as the service is provided.
	Provision of a specific number of internships with an industry partner.	At the point-in-time when each internship is completed. Transaction price is the amount agreed with the customer for each internship.
	Delivery of services directly to the public, on behalf of the customer.	Over time as the service is delivered.
	Provision of a non-exclusive licence or IP for the knowledge created by	Where the customer controls the benefit throughout the agreement term, the revenue will be recognised over time as the service is provided. If the benefit transfers at a point-in-time the revenue and associated costs will be recognised at that point in time.



## NOTE 4 STATE AND LOCAL GOVERNMENT FINANCIAL ASSISTANCE

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Non-capital research	32,712	43,874	32,712	43,874
Non-capital other	26,754	9,760	26,754	9,760
Capital	3,802	2,800	3,802	2,800
<b>Total State and Local Government financial assistance</b>	<b>63,268</b>	<b>56,434</b>	<b>63,268</b>	<b>56,434</b>

### Key estimates and judgements

State and Local Government financial assistance is measured and recognised in accordance with the policy and judgements set out in the other grants section of Note 3.

## NOTE 5 FEES AND CHARGES

		Consolidated		University	
	Note	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Course fees and charges					
Fee-paying overseas students		856,370	845,593	856,370	845,593
Continuing education *		1,898	1,664	1,898	1,664
Fee-paying domestic postgraduate students *		66,255	62,822	52,750	48,022
Fee-paying domestic undergraduate students *		647	778	647	778
Other domestic course fees and charges		19,466	14,318	2,460	3,518
Sundry fees		6,340	6,700	6,340	6,700
Total Course fees and charges		950,976	931,875	920,465	906,275
Other non-course fees and charges					
Student services and amenities fees from students	34.h	9,753	1,510	9,753	1,510
Parking fees		3,210	2,324	3,210	2,324
Rent and use of facilities		13,032	11,304	11,799	9,595
Student accommodation		19,883	12,240	19,883	12,240
Testing services		6,462	4,351	6,462	4,351
Veterinary services		7,080	12,126	7,080	12,126
Other		21,591	26,533	21,641	27,297
Total Other non-course fees and charges		81,011	70,388	79,828	69,443
Total fees and charges		1,031,987	1,002,263	1,000,293	975,718

\* Course fees and charges exclude FEE-HELP payments which are disclosed in Note 3 and Note 34.b

## NOTE 5 FEES AND CHARGES (CONT'D)

### Key estimates and judgements

The existence of a sufficiently specific performance obligation, when it is satisfied and the amount of revenue to be allocated to each performance obligation involves significant judgement. The accounting policy below outlines the material performance obligations and, how and when these are satisfied.

### Accounting policy

Course fees and charges revenue is recognised as the course is delivered to the student and is measured as the amount the Group expects to be entitled to. Any fee waivers are recognised as a reduction in the amount of revenue recognised. Where revenue has been received for programs or services to be delivered in the following year, these amounts are deferred as a contract liability.

Other non-course fees and charges are recognised as the service is delivered to the student or the public. For example, rent and student accommodation revenue are recognised as the Group provides the accommodation or use of space to the student or the public.

### Operating leases as lessor

When the Group is a lessor, a lease is classified as an operating lease when it does not transfer substantially all of the risks and rewards incidental to ownership of the underlying asset. Indicators such as whether the lease is for the major part of the economic life of the asset are considered as part of this assessment. Payments received under operating leases are recognised as income on a straight-line basis over the lease term, and form part of the line item called rent and use of facilities.

### Student accommodation

The Group entered into a number of Service Concession Arrangements with the private sector for the provision of student accommodation with terms between 40 and 42 years. Student accommodation includes revenue recognised in accordance with the grant of right to operate model of Service Concession Arrangements.

## NOTE 6 INVESTMENT REVENUE AND OTHER INVESTMENT INCOME

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Investment revenue</b>				
Interest	4,404	10,462	4,383	10,365
Dividends	160,579	106,484	153,251	102,467
Other investment revenue	214	1,738	214	1,738
<b>Total investment revenue</b>	<b>165,197</b>	<b>118,684</b>	<b>157,848</b>	<b>114,570</b>
<b>Other investment income</b>				
Gain on financial assets and liabilities at fair value through profit or loss	312,443	55,517	312,443	55,517
<b>Total other investment income</b>	<b>312,443</b>	<b>55,517</b>	<b>312,443</b>	<b>55,517</b>
<b>Total investment revenue and other investment income</b>	<b>477,640</b>	<b>174,201</b>	<b>470,291</b>	<b>170,087</b>

In 2021 total interest comprised \$4.193 million (2020: \$8.756 million) for financial assets at amortised cost and \$0.428 million (2020: \$1.691 million) for financial assets at fair value through profit or loss.

### Accounting policy

Revenue type	Recognition
Interest	Recognised taking into account the effective interest rates applicable to the financial assets.
Dividends	Recognised when the Group has the right to receive payment.
Gain/(loss) on financial assets and liabilities at fair value through profit or loss	Comprised of changes in fair value of the Group's investments in managed unit trusts (refer Note 14) and derivative financial assets and liabilities that are held for trading (refer Notes 14 and 22).

## NOTE 7 OTHER REVENUE

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Donations and bequests	62,044	99,705	61,946	106,692
Non-government grants	86,093	133,645	86,090	133,636
Commercial sales	10,808	8,100	10,530	7,440
Royalties, trademarks and licences	8,508	4,537	8,508	4,537
Other revenue	16,290	11,309	18,197	11,288
<b>Total other revenue</b>	<b>183,743</b>	<b>257,296</b>	<b>185,271</b>	<b>263,593</b>

### Key estimates and judgements

The existence of a sufficiently specific performance obligation, when it is satisfied and the amount of revenue to be allocated to it, involves significant judgement. The accounting policy below outlines the material performance obligations, how and when these are satisfied.

### Accounting policy

Revenue type	Performance obligation	Timing of satisfaction
Donations and bequests	None	Recognised on receipt, when there are no sufficiently specific performance obligations or it cannot be identified when the obligation is satisfied. Typically, the stated purpose of the gift is not specific enough for the requirements of the standard. In the rare circumstance where a gift has a sufficiently specific performance obligation, revenue is recognised when or as the obligation is satisfied. Where the agreement contains a terminate for convenience clause, the unspent funding is recognised as a financial liability, with revenue recognised once the related expenditure has been incurred.
Non-government grants	The accounting policy and judgements are the same as Other grants in Note 3.	
Commercial sales	Provision of theatre productions	At a point in time, when the production has been delivered.
	Provision of fitness services	Evenly throughout the period of providing access to the fitness centre, given the inputs are expended evenly throughout the period. The customer receives access to the centre as it is provided.
Other revenue	Provision of childcare services	Evenly throughout the period of providing care to the child, given the inputs are expended evenly throughout the period. The child receives the care as it is provided.



## COMPOSITION OF EXPENDITURE

This section outlines the Group's major expenditure categories. At a glance for 2021 these are:



### NOTE 8 EMPLOYEE RELATED EXPENSES

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Academic</b>				
Salaries	674,747	660,613	665,038	651,065
Contributions to superannuation and pension schemes	99,337	94,012	98,429	93,174
Payroll tax	36,919	35,431	36,389	34,874
Long service leave	16,641	18,075	16,390	17,793
Annual leave	51,875	52,481	51,825	52,584
Other	18,874	14,564	18,825	14,518
<b>Total academic</b>	<b>898,393</b>	<b>875,176</b>	<b>886,896</b>	<b>864,008</b>
<b>Professional</b>				
Salaries	465,995	477,407	451,356	461,973
Contributions to superannuation and pension schemes	66,539	66,871	65,144	65,392
Payroll tax	24,960	25,350	24,116	24,406
Long service leave	13,517	14,651	13,256	14,414
Annual leave	42,110	44,141	41,910	43,681
Other	19,719	24,126	16,446	21,068
<b>Total professional</b>	<b>632,840</b>	<b>652,546</b>	<b>612,228</b>	<b>630,934</b>
<b>Total employee related expenses</b>	<b>1,531,233</b>	<b>1,527,722</b>	<b>1,499,124</b>	<b>1,494,942</b>
<b>Employee numbers</b>				
Full-time equivalent staff numbers (excluding casual staff)	<b>8,454</b>	<b>8,364</b>	<b>8,285</b>	<b>8,199</b>

#### Accounting policy

Employee benefits are expensed as the related service is provided. Other includes termination payments made or provided for in 2021.

### NOTE 9 IMPAIRMENT OF ASSETS

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Impairment of receivables	(2,644)	(3,012)	(2,727)	(3,014)
Other impairment losses	3	357	3	357
<b>Total impairment of assets</b>	<b>(2,641)</b>	<b>(2,655)</b>	<b>(2,724)</b>	<b>(2,657)</b>

## NOTE 9 IMPAIRMENT OF ASSETS (CONT'D)

### 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. The recoverable amount is the greater of value in use and fair value less costs to sell.

Where there are clear impairment triggers for specific receivables these are recognised in the allowance for doubtful debts for trade receivables. The Group applies the simplified approach to estimate the allowance for doubtful debts for the remainder of trade receivables. The Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime expected credit losses at each reporting date. An expected credit loss (ECL) matrix is prepared incorporating debtor carrying amounts by days past due, with respective historical write-off rates and forward-looking rates.

Application of the simplified approach to calculating ECLs requires significant judgement. The Group uses judgement in selecting the inputs to the ECL calculation, based on the Group's past history, existing market conditions and forward-looking estimates at the end of each reporting period, specific to the debtors and the economic environment.

The simplified approach cannot be applied to loans to subsidiaries therefore, the general approach is used.

## NOTE 10 LOSS/(GAIN) ON DISPOSAL OF ASSETS

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Carrying amount of disposed assets	2,290	401	2,290	279
Proceeds from sale of assets	(2,577)	(352)	(2,577)	(352)
<b>Net loss/(gain) on disposal of assets</b>	<b>(287)</b>	<b>49</b>	<b>(287)</b>	<b>(73)</b>

### Accounting policy

Property, plant and equipment, and intangible assets are derecognised when disposed of, or when their use is no longer expected to produce future economic benefits. Any gain or loss on disposal is recognised in the Income Statement.

## NOTE 11 OTHER EXPENSES

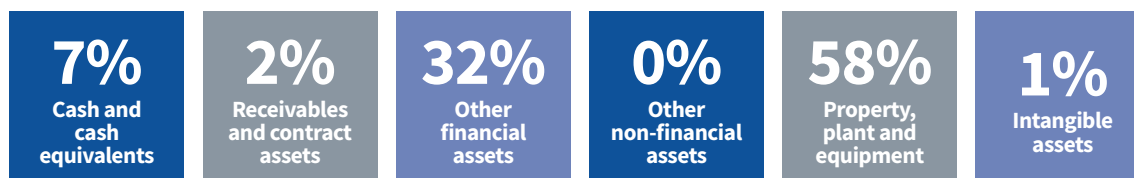
	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Scholarships, grants and prizes	212,867	166,033	229,348	182,049
Non-capitalised equipment	26,245	17,681	26,245	17,681
Advertising, marketing and promotional expenses	14,989	10,606	12,726	9,343
Computer software and services	56,345	50,142	54,654	48,338
Consumable materials	63,828	45,500	63,843	52,575
Contracted and professional services	286,180	250,925	277,988	245,239
Student support	9,555	73,849	9,555	73,849
Rent/hire costs	13,363	6,590	13,340	6,345
Travel, staff development and training	10,844	13,334	10,746	13,054
Utilities and services	62,259	58,886	61,413	58,280
Contract termination fee	-	33,702	-	33,702
Other expenses	40,728	44,686	36,688	35,216
<b>Total other expenses</b>	<b>797,203</b>	<b>771,934</b>	<b>796,546</b>	<b>775,671</b>

### Accounting policy

Other expenses are recognised on an accruals basis.

## ASSETS

Assets are controlled by the Group from which future economic benefits are expected to be realised. Assets held by the Group at reporting date are:



### NOTE 12 CASH AND CASH EQUIVALENTS

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Cash at bank and on hand	321,045	351,492	314,150	341,277
Deposits at call/term deposits	453,068	470,325	453,068	470,325
<b>Total cash and cash equivalents</b>	<b>774,113</b>	<b>821,817</b>	<b>767,218</b>	<b>811,602</b>

#### Accounting policy

Cash and cash equivalents include cash on hand and at bank, cash held within the investment portfolio, at-call deposits and bank bills with a maturity of 90 days or less. Any bank overdrafts are shown as a current liability within borrowings.

### NOTE 13 RECEIVABLES AND CONTRACT ASSETS

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current</b>				
Trade receivables	67,555	104,512	63,326	101,564
Contract assets	-	325	-	-
Less allowance for impaired receivables and contract assets	(841)	(4,170)	(841)	(4,170)
Deferred Government contribution for superannuation	7,400	7,700	7,400	7,700
Other receivables	63,350	44,514	63,206	44,389
<b>Total current receivables and contract assets</b>	<b>137,464</b>	<b>152,881</b>	<b>133,091</b>	<b>149,483</b>
<b>Non-current</b>				
Deferred Government contribution for superannuation	92,733	99,822	92,733	99,822
<b>Total non-current receivables and contract assets</b>	<b>92,733</b>	<b>99,822</b>	<b>92,733</b>	<b>99,822</b>
<b>Total receivables and contract assets</b>	<b>230,197</b>	<b>252,703</b>	<b>225,824</b>	<b>249,305</b>



## NOTE 13 RECEIVABLES AND CONTRACT ASSETS (CONT'D)

### Allowance for impaired receivables and contract assets

The movement in the allowance for impaired receivables and contract assets during the year was as follows:

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Movement in allowance for impaired receivables and contract assets</b>				
<b>Balance as at 1 January</b>	<b>4,170</b>	<b>7,894</b>	<b>4,170</b>	<b>7,891</b>
Net remeasurement of provision for expected credit losses and specific bad debts	(3,329)	(3,564)	(3,329)	(3,564)
Write off	-	(160)	-	(157)
<b>Balance as at 31 December</b>	<b>841</b>	<b>4,170</b>	<b>841</b>	<b>4,170</b>

### Interest rate and credit risk

The Group's receivables and contract assets are non-interest bearing. The table below provides information about the credit risk exposure on the Group's receivables and contract assets using a provision matrix. Refer to Note 29 for further information on credit risk.

	Not past due \$'000	Past due 1-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91-120 days \$'000	Past due 121 days + \$'000	Total \$'000
<b>Consolidated - 2021</b>							
Expected credit loss rate	0.35%	0.33%	0.38%	0.45%	0.40%	5.56%	
Gross carrying amount	54,784	5,164	1,013	613	534	7,701	69,809
Expected credit loss balance	192	17	4	3	2	428	646
Additional specific provisions	-	40	8	18	9	120	195
<b>Total expected credit loss including specific provisions</b>	<b>192</b>	<b>57</b>	<b>12</b>	<b>21</b>	<b>11</b>	<b>548</b>	<b>841</b>

	Not past due \$'000	Past due 1-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91-120 days \$'000	Past due 121 days + \$'000	Total \$'000
<b>Consolidated - 2020</b>							
Expected credit loss rate	1.30%	1.34%	1.33%	1.40%	1.36%	20.25%	
Gross carrying amount	89,832	5,334	1,457	1,055	879	8,157	106,714
Expected credit loss balance	1,168	71	19	15	12	1,652	2,937
Additional specific provisions	-	50	18	7	90	1,068	1,233
<b>Total expected credit loss including specific provisions</b>	<b>1,168</b>	<b>121</b>	<b>37</b>	<b>22</b>	<b>102</b>	<b>2,720</b>	<b>4,170</b>

### Accounting policy

#### Trade receivables

These are recognised at their consideration 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.

#### Contract assets

A contract asset is the Group's right to consideration, for the performance obligations it has satisfied, when that right is conditional on something other than the passage of time. The difference between a receivable and contract asset is whether it is conditional or unconditional. Typically, this occurs where the right to consideration is based on an agreed payment schedule. In this case a contract asset is recognised when the performance obligation is satisfied, however the right to consideration per the payment schedule is in the future. For example, graduation services are delivered in December, however consideration is not due until after the reporting date.

The typical timing of receipts or the right to a receivable is in advance of providing the service. Consideration for the provision of educational services, ancillary services, such as fitness, childcare, student accommodation and theatre, is received in advance of providing the service. Additionally, grants and contracts are typically received in instalments with the first instalment due when the contract is signed. Accordingly, a portion of the consideration is received or receivable prior to commencing the service, resulting in a contract liability.

## NOTE 13 RECEIVABLES AND CONTRACT ASSETS (CONT'D)

### *Allowance for impaired receivables and contract assets*

Refer to Note 9 for details of the Group's impairment policy.

### *Deferred Government contributions for superannuation*

The Group 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 Group'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 2021, 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 Group 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 2021 the Group's total unfunded superannuation liability determined by the Victorian Government Superannuation Office amounted to \$100.133 million (2020: \$107.522 million). Refer to Note 20 for the liability recorded. The increase/decrease in the asset and liability are disclosed in the Comprehensive Income Statement.

### *Other receivables*

Other receivables are recognised at fair value and subsequently measured at amortised cost less any provision for impairment. Other receivables include receivables within the investment portfolio, student debt, tax, accrued income 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. Students are assessed at the earliest of the invoice date, due date, and first payment date. Accrued income is recognised when the good or service has been provided but not yet invoiced for transactions that are not contracts with customers.

## NOTE 14 OTHER FINANCIAL ASSETS

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
Derivative financial asset (held-for-trading)	7,464	39,450	7,464	39,450
<b>Total current other financial assets</b>	<b>7,464</b>	<b>39,450</b>	<b>7,464</b>	<b>39,450</b>
<b>Non-current</b>				
Financial assets at fair value through profit or loss	3,187,813	2,532,215	3,187,813	2,532,215
Financial assets designated at fair value through other comprehensive income	242,566	194,441	94,467	72,495
Investments in subsidiaries	4,544	4,544	20,252	20,252
<b>Total non-current other financial assets</b>	<b>3,434,923</b>	<b>2,731,200</b>	<b>3,302,532</b>	<b>2,624,962</b>
<b>Total other financial assets</b>	<b>3,442,387</b>	<b>2,770,650</b>	<b>3,309,996</b>	<b>2,664,412</b>

### **Winding up of shareholding in Education Australia Ltd (EAL)**

The Group is one of 38 Australian universities with a shareholding in EAL and were collective owners of 40 per cent of the total shares in IDP Education Limited (IDP). The investment in EAL is recognised as a financial asset designated at fair value through other comprehensive income. During the year, EAL restructured its 40 per cent investment in IDP by:

- making an in-specie distribution of a 25 per cent shareholding in IDP to all of its 38 university shareholders, with those shareholders each becoming the direct owner of 1,831,159 shares in IDP and,
- divested its remaining 15 per cent in IDP via a market sell-down from which it paid all outstanding tax liabilities and paid a franked dividend to its shareholders

Dividends received as part of the transaction were recognised through other comprehensive income as the dividends represent a recovery of the cost of investment due to the following reasons:

- winding up of EAL was approved by ordinary resolution of EAL shareholders at an extraordinary general meeting,
- Each EAL shareholder must enter into an agreement with The British Council and The Chancellor Masters and Scholars of the University of Cambridge acting by the University of Cambridge Local Examinations Syndicate undertaking to comply with the restrictions of further divestment of their IDP shares,
- No further economic benefits are expected to be received from the investment due to its planned wind-up, and
- The dividend payout in effect is a form of capital distribution rather than a return on investment.

## NOTE 14 OTHER FINANCIAL ASSETS (CONT'D)

The transaction has been accounted for as an exchange of financial assets under AASB 9. The contractual rights to cash flows from shares in EAL will expire as the Group received equivalent distributions in various forms to recover the cost of the asset. The corresponding shares in IDP received in exchange are recognised at fair value. Franking credits as a result of dividends

### *Derivative financial assets (held-for-trading)*

Derivative financial assets (held-for-trading) are comprised primarily of FX forwards to assist with foreign currency risk management. These have not been designated a hedging relationship. Derivatives in a positive position at the end of the reporting period are reported as financial assets. Derivative financial assets (held-for-trading) are carried in the Statement of Financial Position at fair value, with net changes in fair value recognised in the Income Statement.

### *Financial assets at fair value through profit or loss (FVTPL)*

Financial assets at FVTPL consists of the Group's investments in managed unit trusts. These instruments are required to be measured at FVTPL as they are not a basic lending arrangement given the returns are not solely principal and interest.

Purchases and sales of investments are recognised on trade date, the date on which the Group commits to purchase or sell the asset. Financial assets at FVTPL are carried in the Statement of Financial Position at fair value with net changes in fair value recognised in the Income Statement. Financial assets are derecognised when the right to receive cash flows expires or are transferred, and the Group transfers substantially all the risks and rewards of ownership. Upon derecognition the gain or loss is recognised in the Income Statement.

### *Financial assets designated at fair value through other comprehensive income (FVOCI)*

Financial assets designated at FVOCI consists of the Group's investments in other companies. The interests are classified as equity and the Group irrevocably elected to measure these assets at FVOCI, on the basis that they are not held-for-trading.

Financial assets designated at FVOCI are carried in the Statement of Financial Position at fair value with net changes in fair value recognised in the Comprehensive Income Statement. Gains or losses on these financial assets are never recognised in the Income Statement and are not subject to impairment testing. Dividends are recognised as investment revenue in the Income Statement when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in the Comprehensive Income Statement.

### *Investments in subsidiaries*

Investments in subsidiaries are carried at fair value. Where a fair value is not readily available, investments are carried at the lower of cost and recoverable amount. There are a number of immaterial subsidiaries that are not consolidated. As such, investments in these entities are not eliminated from the consolidated entity. Refer to Note 28 for further details.

## NOTE 15 OTHER NON-FINANCIAL ASSETS

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
Prepayments	29,194	70,838	28,095	70,274
Other	4,086	2,999	4,078	2,989
<b>Total current other non-financial assets</b>	<b>33,280</b>	<b>73,837</b>	<b>32,173</b>	<b>73,263</b>
<b>Non-current</b>				
Prepayments	3,806	3,657	3,806	3,657
<b>Total non-current other non-financial assets</b>	<b>3,806</b>	<b>3,657</b>	<b>3,806</b>	<b>3,657</b>
<b>Total other non-financial assets</b>	<b>37,086</b>	<b>77,494</b>	<b>35,979</b>	<b>76,920</b>

### **Accounting policy**

Prepayments are recognised when payment is made in advance of receiving goods or services.



## NOTE 16 PROPERTY, PLANT AND EQUIPMENT

	Land	Buildings	Library collections	Works of art and other collections
Consolidated	\$'000	\$'000	\$'000	\$'000
<b>At 1 January 2020</b>				
– Cost	-	-	133,455	-
– Valuation	1,571,922	2,680,882	-	366,123
Accumulated depreciation	-	-	(83,278)	-
<b>Net book amount</b>	<b>1,571,922</b>	<b>2,680,882</b>	<b>50,177</b>	<b>366,123</b>
<b>Year ended 31 December 2020</b>				
Opening net book amount	1,571,922	2,680,882	50,177	366,123
Additions	39,330	27,889	1,385	581
Disposals	-	-	(138)	-
Revaluation increment/(decrement)	174,530	47,659	-	14,595
Depreciation	-	(68,529)	(6,479)	-
Assets classified as held for sale	(38,930)	(1,179)	-	-
Transfer from construction in progress	-	51,395	-	-
Write-ups/transfers/(write-offs)	-	(14)	-	-
<b>Closing net book amount</b>	<b>1,746,852</b>	<b>2,738,103</b>	<b>44,945</b>	<b>381,299</b>
<b>At 31 December 2020</b>				
– Cost	-	-	134,494	-
– Valuation	1,746,852	2,738,103	-	381,299
Accumulated depreciation	-	-	(89,549)	-
<b>Net book amount</b>	<b>1,746,852</b>	<b>2,738,103</b>	<b>44,945</b>	<b>381,299</b>
<b>Year ended 31 December 2021</b>				
Opening net book amount	1,746,852	2,738,103	44,945	381,299
Reclassification	-	(2,302)	-	-
Additions	34,766	20,934	1,196	165
Disposals	(2,270)	(18)	-	-
Revaluation increment/(decrement)	123,501	32,590	-	16,053
Depreciation	-	(70,536)	(6,510)	-
Transfer from construction in progress	-	21,920	-	-
Write-ups/transfers/(write-offs)	-	-	(1)	-
<b>Closing net book amount</b>	<b>1,902,849</b>	<b>2,740,691</b>	<b>39,630</b>	<b>397,517</b>
<b>At valuation</b>				
– Cost	-	-	135,689	-
– Valuation	1,902,849	2,742,478	-	397,517
Accumulated depreciation	-	(1,787)	(96,059)	-
<b>Net book amount</b>	<b>1,902,849</b>	<b>2,740,691</b>	<b>39,630</b>	<b>397,517</b>

Plant and equipment	Leasehold property	Construction in progress	Right-of-use assets	Service concession assets	Total
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
401,972	40,047	101,387	112,434	-	789,295
-	-	-	-	314,805	4,933,732
(334,616)	(12,129)	-	(14,570)	-	(444,593)
<b>67,356</b>	<b>27,918</b>	<b>101,387</b>	<b>97,864</b>	<b>314,805</b>	<b>5,278,434</b>
67,356	27,918	101,387	97,864	314,805	5,278,434
20,549	-	294,332	5,851	-	389,917
(287)	(27)	-	(219)	-	(671)
-	-	-	-	3,342	240,126
(22,379)	(3,594)	-	(15,239)	(4,049)	(120,269)
-	-	-	-	-	(40,109)
189	2,025	(53,609)	-	-	-
54	-	(437)	148	-	(249)
<b>65,482</b>	<b>26,322</b>	<b>341,673</b>	<b>88,405</b>	<b>314,098</b>	<b>5,747,179</b>
421,169	43,000	341,673	117,253	-	1,057,589
-	-	-	-	314,098	5,180,352
(355,687)	(16,678)	-	(28,848)	-	(490,762)
<b>65,482</b>	<b>26,322</b>	<b>341,673</b>	<b>88,405</b>	<b>314,098</b>	<b>5,747,179</b>
65,482	26,322	341,673	88,405	314,098	5,747,179
-	-	-	-	2,302	-
32,558	-	141,813	273,475	-	504,907
(111)	-	-	(628)	-	(3,027)
-	-	-	-	25,018	197,162
(22,591)	(5,074)	-	(18,736)	(5,287)	(128,734)
709	76,178	(290,138)	-	190,916	(415)
(382)	(1)	-	-	-	(384)
<b>75,665</b>	<b>97,425</b>	<b>193,348</b>	<b>342,516</b>	<b>527,047</b>	<b>6,316,688</b>
451,588	119,178	193,348	389,110	-	1,288,913
-	-	-	-	527,047	5,569,891
(375,923)	(21,753)	-	(46,594)	-	(542,116)
<b>75,665</b>	<b>97,425</b>	<b>193,348</b>	<b>342,516</b>	<b>527,047</b>	<b>6,316,688</b>

NOTE 16 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Land	Buildings	Library collections	Works of art and other collections
University	\$'000	\$'000	\$'000	\$'000
<b>At 31 December 2020</b>				
– Cost	-	-	133,454	-
– Valuation	1,455,067	2,621,636	-	366,008
Accumulated depreciation	-	-	(83,278)	-
<b>Net book amount</b>	<b>1,455,067</b>	<b>2,621,636</b>	<b>50,176</b>	<b>366,008</b>
<b>Year ended 31 December 2020</b>				
Opening net book amount	1,455,067	2,621,636	50,176	366,008
Additions	39,329	27,877	1,385	580
Disposals	-	-	(138)	-
Revaluation increment/(decrement)	156,461	49,757	-	14,595
Depreciation	-	(66,060)	(6,479)	-
Transfer from construction in progress	-	51,393	-	-
Write-ups/transfers/(write-offs)	-	-	-	-
<b>Closing net book amount</b>	<b>1,650,857</b>	<b>2,684,603</b>	<b>44,944</b>	<b>381,183</b>
<b>At 31 December 2020</b>				
– Cost	-	-	134,494	-
– Valuation	1,650,857	2,684,603	-	381,183
Accumulated depreciation	-	-	(89,550)	-
<b>Net book amount</b>	<b>1,650,857</b>	<b>2,684,603</b>	<b>44,944</b>	<b>381,183</b>
<b>Year ended 31 December 2021</b>				
Opening net book amount	1,650,857	2,684,603	44,944	381,183
Reclassification	-	(2,302)	-	-
Additions	34,766	20,934	1,196	165
Disposals	(2,270)	(18)	-	-
Revaluation increment/(decrement)	123,501	32,589	-	16,053
Depreciation	-	(68,748)	(6,510)	-
Transfer from construction in progress	-	21,920	-	-
Write-ups/transfers/(write-offs)	-	-	-	-
<b>Closing net book amount</b>	<b>1,806,854</b>	<b>2,688,978</b>	<b>39,630</b>	<b>397,401</b>
<b>At valuation</b>				
– Cost	-	-	135,689	-
– Valuation	1,806,854	2,688,978	-	397,401
Accumulated depreciation	-	-	(96,059)	-
<b>Net book amount</b>	<b>1,806,854</b>	<b>2,688,978</b>	<b>39,630</b>	<b>397,401</b>



Plant and equipment	Leasehold property	Leased plant and equipment	Construction in progress	Right-of-use assets	Service concession assets	Total
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
390,303	40,003	6,287	100,739	109,887	-	780,673
-	-	-	-	-	314,805	4,757,516
(329,364)	(12,113)	(6,287)	-	(13,373)	-	(444,415)
<b>60,939</b>	<b>27,890</b>	<b>-</b>	<b>100,739</b>	<b>96,514</b>	<b>314,805</b>	<b>5,093,774</b>
60,939	27,890	-	100,739	96,514	314,805	5,093,774
20,549	-	-	294,332	5,763	-	389,815
(141)	-	-	-	(72)	-	(351)
-	-	-	-	-	3,342	224,155
(21,587)	(3,593)	-	-	(14,723)	(4,049)	(116,492)
-	2,025	-	(53,418)	-	-	-
-	-	-	(4)	-	-	(4)
<b>59,760</b>	<b>26,322</b>	<b>-</b>	<b>341,649</b>	<b>87,482</b>	<b>314,098</b>	<b>5,590,898</b>
409,459	43,000	-	341,649	114,771	-	1,043,373
-	-	-	-	-	314,098	5,030,741
(349,699)	(16,678)	-	-	(27,289)	-	(483,216)
<b>59,760</b>	<b>26,322</b>	<b>-</b>	<b>341,649</b>	<b>87,482</b>	<b>314,098</b>	<b>5,590,898</b>
59,760	26,322	-	341,649	87,482	314,098	5,590,898
-	-	-	-	-	2,302	-
32,377	-	-	140,578	272,865	-	502,881
(21)	-	-	-	(588)	-	(2,897)
-	-	-	-	-	25,018	197,161
(21,785)	(5,074)	-	-	(18,263)	(5,287)	(125,667)
-	76,178	-	(289,014)	-	190,916	-
(294)	(1)	-	-	-	-	(295)
<b>70,037</b>	<b>97,425</b>	<b>-</b>	<b>193,213</b>	<b>341,496</b>	<b>527,047</b>	<b>6,162,081</b>
439,253	119,178	-	193,213	386,097	-	1,273,430
-	-	-	-	-	527,047	5,420,280
(369,216)	(21,753)	-	-	(44,601)	-	(531,629)
<b>70,037</b>	<b>97,425</b>	<b>-</b>	<b>193,213</b>	<b>341,496</b>	<b>527,047</b>	<b>6,162,081</b>

## NOTE 16 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

### Key estimates and judgements

#### Depreciation and amortisation

The estimation of useful lives, residual value, depreciation and amortisation methods require 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 Group's depreciation rates are:

#### Buildings and Service

##### Concession Assets

- Structure/shell/building fabric 2%
- Site engineering services/central plant 3%
- Fit out 7%
- Trunk reticulated building systems 3%

Since 2009, newly constructed buildings are componentised into the above four categories. For non-componentised buildings, a single asset is recorded against the Structure/shell/building fabric category.

#### Plant and equipment

- Motor vehicles 12.5%
- Furniture 10%
- General equipment 10%
- Scientific equipment
  - Large research equipment 20%
  - Other scientific equipment 20%
- Computing equipment 20%

#### Library collection

- Monographs 5%
- Periodicals 5%
- Audio-visual materials 5%

#### Leasehold property

- Amortised over the shorter of the lease term and useful life of the property.

#### Right-of-use assets

- Depreciated over the shorter of the lease term and useful life of the asset.

Assets are depreciated from the date of purchase until the shorter of the end of useful life and the date of disposal.

#### Right-of-use assets

Judgement is required to assess whether a contract is, or contains, a lease. Assessment is made when the contract is entered into, and is completed on a lease-by-lease basis. Areas of judgement include determining whether there is an identified asset, whether the Group will obtain substantially all of the economic benefits from use of the asset, whether the Group has the right to direct the use of the asset, and whether it is reasonably certain lease extension and termination options will be exercised.

### Accounting policy

Property, plant and equipment costing \$10,000 or more is capitalised. Items under \$10,000 are expensed, with the exception of works of art and other collections and library. There has been no change to the capitalisation threshold in 2021.

Each class of property, plant and equipment is carried at cost or fair value less any accumulated depreciation and impairment losses. Valuation techniques and significant unobservable inputs used in measuring the fair value of property, plant and equipment are disclosed in Note 30.

Revaluation increments and decrements are recognised in the asset revaluation reserve on an asset class basis, except to the extent an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense. Revaluation reserves are not transferred to retained earnings on derecognition of the relevant asset but retained within the asset revaluation reserve.

#### 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 recognised at fair value. At the date of revaluation any accumulated depreciation is eliminated against the gross carrying amount of the asset, which is then restated to the revalued amount of the asset.

Annual valuations are performed by independent valuers which include a site inspection every five years. Previously, valuations were only booked following a site inspection, or in a year where there was a material change. From 2020 the valuations are booked every year with the next site inspection due in 2022.

A number of the Group's owned assets are subject to an operating lease. The value of land and buildings subject to an operating lease is insignificant compared to the Group's total land and buildings.

#### Works of art and other collections

Works of art and other collections are measured at fair value and valued on a six-year 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.

## NOTE 16 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

### ***Plant and equipment***

Plant and equipment, which includes motor vehicles, furniture and equipment with exception to leased equipment, is recorded at cost less depreciation and, where applicable, any impairment losses.

### ***Leasehold property***

Leasehold property is recorded at cost less amortisation and, where applicable, any impairment losses. Leasehold property includes improvements made to leased properties.

### ***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.

### ***Right-of-use assets***

Right-of-use assets are recognised at cost, less any accumulated depreciation and impairment losses, where the lease term is more than 12 months and the cost of the underlying asset is \$10,000 or more. Cost is initially measured at the value of the lease liability adjusted for lease payments made before commencement date. Lease liabilities are presented within Note 19 Borrowings.

The Group applies this policy equally to concessionary, or peppercorn, leases. This option under AASB 16 was adopted rather than valuing the right-of-use asset at fair value at inception of the lease. The Group has four concessionary leases ranging with terms from 3 to 50 years. None of the concessionary leases relate to the Group's main campuses and as such the Group considers its dependency on these leases to be low.

### ***Service concession assets***

The Group recognises a service concession asset when it controls the asset. Control-of-service concession assets arises when the Group controls or regulates what services the operator must provide with the asset, to whom it must provide them, and at what price. The Group must also control through ownership or beneficial entitlement, any significant residual interest in the asset at the end of the term of the arrangement.

Service concession assets are initially recognised at current replacement cost in accordance with the cost approach to fair value.

When an existing asset is used in a service concession arrangement, it is reclassified as a service concession asset and measured at current replacement cost at the date of reclassification. At the date of reclassification, where there is a difference between the carrying amount of the asset and its current replacement cost, the difference is accounted for as a revaluation of the asset and recognised in other comprehensive income and accumulated in the asset revaluation reserve.

After initial recognition or reclassification, service concession assets are carried at fair value less any depreciation and impairment. Service concession assets will be revalued in line with the Group's land and buildings revaluation policy outlined above.

Costs in relation to service concession assets under construction are recognised as construction in progress assets.

### ***Assets classified as held for sale***

Assets are classified as held for sale if it is highly probable they will be recovered through a 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 carrying amount or fair value less cost to sell.

### ***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. There is no change to the treatment of contributions received from the application of AASB 16.

Contributions paid to third parties are accounted for as leases under AASB 16 and classified as right-of-use assets.

## NOTE 16 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

### Software-as-a-Service (SaaS) arrangements

SaaS arrangements are arrangements in which the Group does not control the underlying software used in the arrangement.

Where costs incurred to configure or customise SaaS arrangements result in the creation of a resource which is identifiable, and where the Group has the power to obtain the future economic benefits flowing from the underlying resource and to restrict the access of others to those benefits, such costs are recognised as a separate intangible software asset and amortised over the useful life of the software on a straight-line basis. The amortisation period is reviewed at least at the end of each reporting period and any changes to the amortisation period are treated as changes in accounting estimates.

Where costs incurred to configure or customise do not result in the recognition of an intangible software asset, then those costs that provide the Group with a distinct service (in addition to the SaaS access) are recognised as expenses when the supplier provides the services. When such costs incurred do not provide a distinct service, the costs are capitalised as a prepayment and are recognised as expenses over the duration of the SaaS contract.

- *Determining whether cloud computing arrangements contain a software licence intangible asset*

The Group evaluates cloud computing arrangements to determine if it provides a resource that the Group can control. The Group determines that a software licence intangible asset exists in a cloud computing arrangement when both of the following are met at the inception of the arrangement:

- The Group has the contractual right to take possession of the software during the hosting period without significant penalty.
- It is feasible for the Group to run the software on its own hardware or contract with another party unrelated to the supplier to host the software.

- *Capitalisation of configuration and customisation costs in SaaS arrangements*

Where the Group incurs costs to configure or customise SaaS arrangements and such costs are considered to enhance current on-premise software or provide code that can be used by the Group in other arrangements, the Group applies judgement to assess whether such costs result in the creation of an intangible asset that meets the definition and recognition criteria in AASB 138. For the year ended 31 December 2021, \$10.690 million (2020: \$13.205 million) of costs incurred in implementing SaaS arrangements were recognised as intangible assets.

### 16.a Right-of-use assets by class of asset

The Group has leases for a number of different asset categories including land, buildings and equipment. The right-of-use asset column is the combined amounts for all categories. To assist with the understanding of the Group's leases, this table splits the right-of-use assets by category for key balances.

	Consolidated				University			
	Land	Buildings	Plant and Equipment	Total	Land	Buildings	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2020</b>								
Depreciation	(156)	(14,481)	(84)	<b>(14,721)</b>	(156)	(14,481)	(84)	<b>(14,721)</b>
Net book amount	4,460	82,838	184	<b>87,482</b>	4,460	82,838	184	<b>87,482</b>
<b>2021</b>								
Depreciation	(152)	(18,020)	(564)	<b>(18,736)</b>	(152)	(18,020)	(91)	<b>(18,263)</b>
Net book amount	4,308	337,094	1,114	<b>342,516</b>	4,308	337,094	94	<b>341,496</b>

### 16.b Assets classified as held for sale

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Assets classified as held for sale	42,082	40,109	-	-
<b>Total assets classified as held for sale</b>	<b>42,082</b>	<b>40,109</b>	<b>-</b>	<b>-</b>

Assets held for sale at reporting date are comprised of properties located at the Hawthorn Campus owned by UoM Commercial Ltd.



## NOTE 16 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

### 16.c Service concession arrangements

Application of service concession accounting requires complex and highly judgmental assessments to be made. For the Group, the area of significant judgement involves the assessment of student accommodation to be a public service. The Group deems the provision of student accommodation to be a public service where it complements the University's public service objective of education and where it is not deemed to be commercial in nature.

The Group's service concession arrangements relate to several arrangements with the private sector for the provision of student accommodation with terms between 38 and 42 years. Upfront payments are recognised as deferred revenue under the grant of right to operate (GORTO) model and amortised to revenue over the concession period. Student accommodation includes revenue recognised in accordance with the GORTO model. Refer to Note 21 Contract and other liabilities.

The following are the two types of arrangements:

- **Student accommodation market transaction:** The Group has an arrangement with a private operator for the provision of asset services for three student accommodation buildings for terms between 40 and 42 years. All buildings are in operation. In exchange for an upfront payment from the private operator and the provision of asset services, the private operator has the right to the net student rents collected over the concession term.
- **Build, Own, Operate, Transfer (BOOT):** There are two student accommodation buildings under BOOT arrangements, whereby a private operator built, owns and operates the student accommodation and will transfer ownership of the building to the University at the end of the concession term. Both buildings are in operation. The Group provides the operator with the right to collect rent from the students for concession terms of between 38 and 42 years.

## NOTE 17 INTANGIBLE ASSETS

	Consolidated			University		
	Electronic library \$'000	Software \$'000	Total \$'000	Electronic library \$'000	Software \$'000	Total \$'000
<b>At 1 January 2020</b>						
Cost	149,577	87,252	<b>236,829</b>	149,577	84,399	<b>233,976</b>
Accumulated amortisation	(106,147)	(72,373)	<b>(178,520)</b>	(106,147)	(70,704)	<b>(176,851)</b>
<b>Net book amount</b>	<b>43,430</b>	<b>14,879</b>	<b>58,309</b>	<b>43,430</b>	<b>13,695</b>	<b>57,125</b>
<b>Year ended 31 December 2020</b>						
Opening net book amount	43,430	14,879	<b>58,309</b>	43,430	13,695	<b>57,125</b>
Additions	20,637	10,447	<b>31,084</b>	20,636	9,874	<b>30,510</b>
Disposals	-	(6)	<b>(6)</b>	-	-	-
Amortisation	(16,664)	(1,130)	<b>(17,794)</b>	(16,664)	(416)	<b>(17,080)</b>
Write-ups/transfers/(write-offs)	-	437	<b>437</b>	-	-	-
<b>Closing net book amount</b>	<b>47,403</b>	<b>24,627</b>	<b>72,030</b>	<b>47,402</b>	<b>23,153</b>	<b>70,555</b>
<b>Year ended 31 December 2020</b>						
Cost	47,403	54,238	<b>101,641</b>	47,403	50,379	<b>97,782</b>
Accumulated amortisation	-	(29,611)	<b>(29,611)</b>	-	(27,227)	<b>(27,227)</b>
<b>Net book amount</b>	<b>47,403</b>	<b>24,627</b>	<b>72,030</b>	<b>47,403</b>	<b>23,152</b>	<b>70,555</b>
<b>Year ended 31 December 2021</b>						
Opening net book amount	47,403	24,627	<b>72,030</b>	47,403	23,152	<b>70,555</b>
Additions	19,529	10,690	<b>30,219</b>	19,529	10,690	<b>30,219</b>
Amortisation	(18,138)	(941)	<b>(19,079)</b>	(18,138)	(348)	<b>(18,486)</b>
Transfer from construction in progress	-	414	<b>414</b>	-	-	-
Write-ups / transfers / (write-offs)	-	(635)	<b>(635)</b>	-	-	-
<b>Closing net book amount</b>	<b>48,794</b>	<b>34,155</b>	<b>82,949</b>	<b>48,794</b>	<b>33,494</b>	<b>82,288</b>
<b>At 31 December 2021</b>						
Cost	189,742	64,434	<b>254,176</b>	189,742	61,002	<b>250,744</b>
Accumulated amortisation	(140,948)	(30,279)	<b>(171,227)</b>	(140,948)	(27,508)	<b>(168,456)</b>
<b>Net book amount</b>	<b>48,794</b>	<b>34,155</b>	<b>82,949</b>	<b>48,794</b>	<b>33,494</b>	<b>82,288</b>

### Accounting policy and key estimates

Asset type	Recognition
Software	Major computer software is recognised at cost less amortisation and, where applicable, any impairment losses. With the exception of 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 10% and 33.33% (2020: 10% 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% (2020: 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 the reporting date are:

### Liabilities



### NOTE 18 TRADE AND OTHER PAYABLES

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current</b>				
Trade creditors	59,999	48,442	58,590	46,362
Sundry creditors	85,033	70,166	80,534	65,785
Accrued expenses	69,706	52,529	69,603	52,272
OS-HELP liability to Australian Government	9,038	8,929	9,038	8,929
<b>Total current trade and other payables</b>	<b>223,776</b>	<b>180,066</b>	<b>217,765</b>	<b>173,348</b>

#### Accounting policy

Payables represent liabilities for goods and services provided to the Group prior to the reporting date, which are unpaid. The amounts are unsecured and are usually paid within 30 days from the month following recognition.

Accrued expenses relate to expenses incurred but not yet invoiced.

### NOTE 19 BORROWINGS

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current</b>				
Unsecured bank borrowings	5,809	5,421	5,809	5,421
Unsecured bonds	-	249,712	-	249,712
Lease liabilities	26,766	13,207	26,276	12,806
Other borrowings	1,042	1,737	1,042	1,009
<b>Total current borrowings</b>	<b>33,617</b>	<b>270,077</b>	<b>33,127</b>	<b>268,948</b>
<b>Non-current</b>				
Unsecured bank borrowings	6,229	12,038	6,229	12,038
Unsecured bonds	519,656	359,330	519,656	359,330
Lease liabilities	289,831	37,098	289,270	36,543
Other borrowings	4,522	5,564	4,522	5,564
<b>Total non-current borrowings</b>	<b>820,238</b>	<b>414,030</b>	<b>819,677</b>	<b>413,475</b>
<b>Total borrowings</b>	<b>853,855</b>	<b>684,107</b>	<b>852,804</b>	<b>682,423</b>

## NOTE 19 BORROWINGS (CONT'D)

### Unsecured bank borrowings

The Group borrowed \$60.000 million which was fully drawn down in 2008. The interest rate is 7.03 per cent fixed for the 15 year term. The amortised cost at 31 December 2021 is \$12.038 million (2020: \$17.459 million).

### Unsecured bonds

In 2014 the Group issued domestic Australian dollar Medium Term Notes (MTN) to the value of \$250.000 million. The MTNs were fully repaid in June 2021. The bond coupon rate was 4.25 per cent fixed for seven years. The amortised cost at 31 December 2021 is nil (2020: \$249.712 million).

In 2017 the Group issued domestic Australian dollar MTN to the value of \$100.000 million. The bond coupon rate is 4.25 per cent fixed for 25 years. The amortised cost at 31 December 2021 is \$99.644 million (2020: \$99.633 million). In 2021 the Group issued domestic Australian dollar MTN to the value of \$150.000 million. The bond coupon rate is 1.97 per cent fixed for 10 years. The amortised cost at 31 December 2021 is \$149.880 million (2020: Nil).

The Group completed an offering in the US Private Placement market during 2015. This comprised four tranches of senior notes totalling the equivalent of \$274.300 million AUD. The first tranche amounting to \$41.250 million was issued for 20 years (5.42 per cent fixed interest) with three further tranches issued in 2016. These were made up of \$30.000 million AUD for 20 years (5.48 per cent fixed interest), \$20.000 million AUD for 25 years (5.49 per cent fixed interest) and \$131.000 million USD for 30 years (4.40 per cent fixed interest). The repayment date is at the end of the respective tranche tenures. The amortised cost at 31 December 2021 totals \$270.132 million (2020: \$259.697 million).

### Loan covenant

Borrowings are not subject to covenants apart from an annual requirement to supply the Group's audited financial statements and budget.

### Lease liabilities

The Group has lease contracts as lessee for various properties and equipment. Rental contracts are typically made for fixed periods between 1 and 30 years, but may have extension options. There are two leases with a term of 50 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

In respect to leases that commenced prior to 31 December 2021, the Group expects to pay undiscounted contractual cash flows of \$26.971 million in less than one year (2020: \$13.186 million), \$85.539 million between one and five years (2020: \$27.265 million), and \$1231 million in more than five years (2020: \$18.909 million).

The committed future cash outflows for leases not yet commenced is \$7.676 million (2020: \$1.372 billion).

### Reconciliation of liabilities to cash flows arising from financing activities

	2021			2020		
	Long term borrowings	Lease liabilities	Total	Long term borrowings	Lease liabilities	Total
Consolidated	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at 1 January	633,802	50,305	<b>684,107</b>	655,284	56,668	<b>711,952</b>
Cash flows	(107,290)	(25,515)	<b>(132,805)</b>	(5,306)	(13,485)	<b>(18,791)</b>
Net non-cash additions/disposals	-	273,213	<b>273,213</b>	-	5,519	<b>5,519</b>
Foreign exchange movement	10,387	-	<b>10,387</b>	(16,789)	-	<b>(16,789)</b>
Amortised cost changes	359	18,594	<b>18,953</b>	613	1,694	<b>2,307</b>
Other	-	-	-	-	(91)	<b>(91)</b>
<b>Balance at 31 December</b>	<b>537,258</b>	<b>316,597</b>	<b>853,855</b>	<b>633,802</b>	<b>50,305</b>	<b>684,107</b>

## NOTE 19 BORROWINGS (CONT'D)

### Key estimates and judgements

Judgement is required to assess whether a contract is, or contains, a lease, these are outlined in Note 16.

### Accounting policy

#### Borrowings

Borrowings are initially recognised at fair value net of transaction costs and subsequently measured at amortised cost. Using the effective interest rate method, any difference between the proceeds, net of transaction costs and the redemption amount, is recognised in the Income Statement over the term of borrowings.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired.

#### Lease liabilities

Short-term leases and low-value assets are recognised as an expense on a straight-line basis over the lease term.

Lease liabilities are recognised as the present value of unpaid lease payments at the commencement date of the lease, where the lease term is more than 12 months and the cost of the underlying asset is \$10,000 or more. To calculate the present value, the outstanding lease payments are discounted using the incremental borrowing rate at the commencement date of the lease. Key payments included in the measurement of the lease liabilities for the Group include fixed payments, lease incentives, and variable lease payments that depend on an index or rate.

Subsequently, the lease liability is measured at amortised cost using the effective interest rate method, resulting in interest expense being recognised as a borrowing cost in the Income Statement. The lease liability is remeasured when there are changes in future lease payments arising from a change in an index or rate with a corresponding adjustment to the right-of-use asset. Right-of-use assets are presented in Note 16 property, plant and equipment.

## NOTE 20 PROVISIONS

		Consolidated		University	
	Note	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current					
Current provisions expected to be settled within 12 months					
Employee benefits:					
– Annual leave		94,005	90,079	91,533	87,561
– Long service leave		29,826	30,267	25,991	26,487
– Time off in lieu		672	496	672	496
– Deferred Government superannuation obligation	13	7,400	7,700	7,400	7,700
WorkCover claims		1,694	1,793	1,694	1,793
Restructure		7,507	27,715	7,362	27,689
Other		49,647	11,960	49,647	11,960
		190,751	170,010	184,299	163,686
Current provisions expected to be settled after more than 12 months					
Employee benefits:					
– Annual leave		51,359	37,209	51,359	37,209
– Long service leave		138,935	136,956	138,935	136,956
		190,294	174,165	190,294	174,165
Total current provisions		381,045	344,175	374,593	337,851
Non-current					
Employee benefits:					
– Long service leave		49,493	45,440	48,997	45,011
– Deferred Government superannuation obligation	13	92,733	99,822	92,733	99,822
WorkCover claims		8,926	8,374	8,926	8,374
Total non-current provisions		151,152	153,636	150,656	153,207
Total provisions		532,197	497,811	525,249	491,058



## NOTE 20 PROVISIONS (CONT'D)

### Underpayments

In late 2020 the University became aware of issues arising under the 2013 Enterprise Agreement and 2018 Enterprise Agreement. These issues related to underpayments of wages, mainly in relation to casual staff.

Since then, the University has engaged specialised assistance to help rectify this issue which will involve making payments to current and past employees dating back to 2013 where the University's data shows they have been underpaid.

Identification of the possible amount of underpayment has required significant estimation. The University has used information within the payroll dataset and compared it against the 2013 and 2018 Enterprise Agreements to identify where possible underpayments could have arisen (via a data analytics estimation exercise), extrapolated this across the affected 8 years and added payroll on-costs (eg payroll tax, superannuation) to determine the amount of the possible underpayment owed to staff as at 31 December 2021.

Due to the nature of estimation techniques employed to date in determining the amount of the possible underpayment as at 31 December 2021, once each employee has been evaluated individually and the exact amount identified per staff, the actual liability may differ from the amount of provision recognised. However, based on the underlying information supporting these estimates, the Group does not expect a material change to the amount provided for.

The University also made rectification payments in 2020 and 2021 to casual academic employees arising from disputed historical practices relating to sessional marking, lecture attendance and practice sessions – these amounted to \$10.375 million.

As at 31 December 2021, the University has recognised a provision of \$43.247 million in relation to this matter – this is disclosed within 'Other Provisions' below.

As at the date of signing this financial report, the detailed remediation calculation exercise is continuing and the University anticipates this to be finalised by the end of 2022 – as such the provision which has been recognised in the financial statements as at 31 December 2021 has been classified as a 'Current' provision (ie requiring payment within 12 months).

### Movements in provisions other than employee benefits

Consolidated 2021	WorkCover claims \$'000	Restructure \$'000	Other \$'000	Total \$'000
Balance at 1 January	10,167	27,715	11,960	49,842
Additional provisions recognised	453	7,505	37,687	45,645
Amounts used	-	(27,713)	-	(27,713)
<b>Balance at 31 December</b>	<b>10,620</b>	<b>7,507</b>	<b>49,647</b>	<b>67,774</b>

#### Key estimates, judgements and accounting policy

##### Employee benefits

Provision is made for employee benefit liabilities for annual leave, long service leave and time off in lieu, arising from services rendered by employees.

An estimate based on past pattern is made for the probability of leave that will be taken within 12 months and after 12 months. 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 the present value of the estimated future cash flows for those benefits.

Provisions made are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date, in which case it is classified as a non-current liability.

##### Long service leave

Liabilities for long service leave are discounted to determine the present value of expected future payments to be made for services provided by employees up to the reporting date. The discount rate of 1.35 per cent (2020: 0.6%) is based on average Indicative Mid Rates of Commonwealth Government Securities. Consideration is given to expected future salary levels, the pattern of employee departures and periods of service.

##### Deferred Government superannuation obligation

Refer to Note 13 for the accounting policy relating to deferred Government superannuation obligations.

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. Significant estimates in the actuarial valuation include number of claims and cost per claim, and have been estimated based on an analysis of past experiences.

##### Restructure

Restructure provisions 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 communicating the plan to those affected prior to reporting date.

## NOTE 21 CONTRACT AND OTHER LIABILITIES

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current</b>				
Australian Government unspent financial assistance	32,744	30,545	32,620	30,328
Contract liability – grants and contracts	94,055	77,867	94,055	77,867
Contract liability – student fees	82,236	123,053	75,441	118,048
Deferred income – service concession arrangements	15,872	14,832	15,872	14,832
Other deferred income	16,393	10,752	16,393	10,718
<b>Total current</b>	<b>241,300</b>	<b>257,049</b>	<b>234,381</b>	<b>251,793</b>
<b>Non-current</b>				
Contract liability – grants and contracts	27,860	27,860	27,860	27,860
Deferred income – service concession arrangements	586,774	617,459	586,774	617,459
<b>Total non-current</b>	<b>614,634</b>	<b>645,319</b>	<b>614,634</b>	<b>645,319</b>
<b>Total contract and other liabilities</b>	<b>855,934</b>	<b>902,368</b>	<b>849,015</b>	<b>897,112</b>

### Key estimates, judgements and accounting policy

#### Australian Government unspent financial assistance

Australian Government unspent financial assistance are amounts billed in accordance with contracts with the Australian Government, but where the Group has not yet provided the service, and also includes unspent Higher Education Loan Program (HELP) funds. The liability represents the Group's obligation to provide educational services to students or to refund cash to the Australian Government.

#### Contract liabilities

Contract liabilities arise from contracts with customers and represent amounts billed in accordance with customer contracts, but where the Group has not yet provided a good or service. Contract liabilities are recognised as revenue when the Group provides the customer with the good or service.

#### Deferred income – service concession arrangements

The Group has a number of arrangements with private sector parties for the provision of student accommodation, as outlined in Note 16.c.

The deferred income for service concession arrangements represents the unearned portion of the revenue arising from the exchange of assets between the Group and the operator. The liability is reduced as the revenue is earned, which is evenly over the concession term, from the date of practical completion of construction. The revenue is recorded as student accommodation revenue in Note 5.

Judgement was applied in assessing these arrangements to be service concession arrangements and in categorising them as the Grant of Right to Operator Model as defined by AASB 1059.

#### Unsatisfied performance obligations

Remaining performance obligations represent goods or services the Group has promised to provide to customers under contracts relating to the transfer of goods or services for the customers' own use. The remaining performance obligations can be categorised as follows:

Performance obligation	Unsatisfied when	Satisfied when
To acquire or construct a non-financial asset. Primarily, the Group receives capital funding to construct buildings for example, educational facilities.	The non-financial asset has not been constructed, is partially constructed or has not been acquired.	As the asset is constructed or when it is acquired.
Provision of a final product.	The final product has not been delivered.	The final product is delivered.
Delivery of services on behalf of the customer.	The services have not been delivered.	As the services are delivered.
Provision of a non-exclusive licence or IP.	The services have not been delivered.	As the services are provided.

The transaction price is allocated using the input method of costs incurred-to-date. The nature of the service or product and its satisfaction are directly related to the expert knowledge used to provide the service or produce the product. Costs incurred-to-date mainly comprises salaries, accordingly, costs incurred-to-date is the best measure of the transfer of knowledge, that is, the satisfaction of the performance obligation.

## NOTE 21 CONTRACT AND OTHER LIABILITIES (CONT'D)

### 21.a Assets and liabilities related to contracts with customers

The Group has recognised the following assets and liabilities related to contracts with customers:

	Current		Non-current	Current		Non-current
	Contract assets	Contract liabilities	Contract liabilities	Contract assets	Contract liabilities	Contract liabilities
	2021	2021	2021	2020	2020	2020
Consolidated	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>	325	231,465	27,860	6,665	193,944	22,500
Revenue recognised	(325)	(203,787)	-	(6,665)	(168,557)	-
Reclassification	-	-	-	-	2,140	(2,140)
Additional liability	-	181,357	-	325	203,938	7,500
<b>Total contract assets and liabilities</b>	<b>-</b>	<b>209,035</b>	<b>27,860</b>	<b>325</b>	<b>231,465</b>	<b>27,860</b>

There are no significant changes to contract assets and liabilities. There have been no changes in transaction prices, therefore, there is no revenue recognised in the reporting period from performance obligations satisfied (or partially satisfied) in previous periods.

## NOTE 22 OTHER FINANCIAL LIABILITIES

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
Derivative financial liabilities (held-for-trading)	22,544	9,697	22,544	9,697
Refund liability	335,882	265,677	335,882	265,677
Obligation to pay cash to third parties	39,832	28,091	39,832	28,091
<b>Total current other financial liabilities</b>	<b>398,258</b>	<b>303,465</b>	<b>398,258</b>	<b>303,465</b>
<b>Non-current</b>				
Cross currency interest rate swap	6,833	40,737	6,833	40,737
Derivative financial liabilities (held-for-trading)	2,225	1,979	2,225	1,979
<b>Total non-current other financial liabilities</b>	<b>9,058</b>	<b>42,716</b>	<b>9,058</b>	<b>42,716</b>
<b>Total other financial liabilities</b>	<b>407,316</b>	<b>346,181</b>	<b>407,316</b>	<b>346,181</b>

### Cross currency interest rate swap

As part of the US Private Placement (USPP), the Group 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 draw down of the USD denominated debt under the USPP on 17 February 2016.

## NOTE 22 OTHER FINANCIAL LIABILITIES (CONT'D)

### **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 at 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, is sold, terminated, or exercised, or no longer qualifies for hedge accounting. Any cumulative gain or loss deferred in equity 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 deferred in equity is recognised immediately in the Income Statement.

### ***Derivative financial liabilities (held-for-trading)***

Derivative financial liabilities (held-for-trading) comprise foreign exchange forwards used to assist with the Group's foreign currency risk management and an electricity contract for difference, which the Group uses to manage a portion of its overall electricity price exposure. Neither of these financial derivatives apply hedge accounting. Where the derivative is in a negative position at the end of the reporting period they are reported as financial liabilities. Changes in fair value of the derivatives are recognised in the Income Statement. Further information on how the Group manages its foreign currency and electricity price exposures can be found in Note 29.

### ***Refund liability***

A refund liability exists where the Group has an obligation to pay cash to the funding body or a third party, typically where there are unspent funds at the termination of the agreement. In addition, the Group recognises a refund liability where the contract contains a termination for convenience clause. As the customer can terminate the agreement without cause and require the immediate repayment of any unspent or uncommitted funding, the Group has no practical ability to avoid the grantor or customer exercising the clause. This refund liability is payable on demand should the agreement be terminated.

### ***Obligation to pay cash to third parties***

Obligations to pay cash to third parties mostly arise where the University must administer cash scholarships by paying a stipend to students.



## NOTE 23 RESERVES

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Philanthropic gifts fund reserve	1,343,409	1,145,916	1,343,409	1,145,916
Asset revaluation reserve				
– land and buildings	3,619,198	3,430,059	3,458,232	3,271,090
– works of art and other collections	378,067	362,014	377,948	361,895
Financial assets revaluation reserve	73,485	86,984	12,618	47,520
Hedging reserve	(3,535)	(26,879)	(3,535)	(26,879)
General reserve	5,998	5,353	4,027	4,226
Members capital reserve	19,164	19,164	-	-
Contributed equity	12,339	12,339	-	-
Foreign currency translation reserve	(121)	(110)	-	-
<b>Total reserves</b>	<b>5,448,004</b>	<b>5,034,840</b>	<b>5,192,699</b>	<b>4,803,768</b>

Reserve	Nature and purpose of reserve
<b>Philanthropic gifts fund reserve</b>	Reflects net surpluses derived from donations and bequests which can only be applied to the purpose they were donated for.
<b>Asset revaluation reserve</b>	Arises from the revaluation of specific asset classes of land, buildings, works of art and other collections.
<b>Financial assets revaluation reserve</b>	Represents changes in fair value of equity instruments elected to be measured at fair value through other comprehensive income.
<b>Hedging reserve</b>	Arises from hedging gains and losses recognised on the effective portion of cash flow hedges.
<b>General reserve</b>	Maintained for a number of general purposes.
<b>Members capital reserve</b>	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.
<b>Contributed equity</b>	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.
<b>Foreign currency translation reserve</b>	Maintained for translation of foreign currency balances at reporting date.

## CASH FLOWS

### NOTE 24 RECONCILIATION OF NET RESULT FOR THE YEAR TO NET CASH FLOWS FROM OPERATING ACTIVITIES

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Net result for the year</b>	<b>584,001</b>	<b>168,354</b>	<b>584,078</b>	<b>178,222</b>
<b>Add/(less) non-cash flows in net profit/(loss)</b>				
Depreciation and amortisation	147,838	138,063	144,155	133,572
Impairment losses	(2,641)	(2,655)	(2,724)	(2,657)
Fair value (gain)/loss on financial assets at fair value through profit or loss	(312,443)	(55,517)	(312,443)	(55,517)
Gain on foreign currency transactions	(539)	(1,234)	(539)	(1,234)
Net (gain)/loss on disposal of property, plant and equipment	(287)	49	(287)	(73)
Share of (profit)/loss of equity accounted investments	167	3,543	167	3,543
Donation of non-financial assets	-	(20,894)	-	(20,894)
Finance costs	18,104	-	18,104	-
Other	(1,038)	(805)	(1,765)	(810)
<b>Changes in assets and liabilities</b>				
Decrease/(increase) in receivables and contract assets	13,901	50,285	18,485	53,409
Decrease/(increase) in other non-financial assets	40,408	(17,611)	40,941	(18,024)
Increase/(decrease) in trade and other payables	47,318	16,216	44,417	18,467
Increase/(decrease) in provisions	34,386	87,152	34,191	87,789
Increase/(decrease) in contract and other liabilities	(46,433)	12,758	(48,097)	12,393
Increase/(decrease) in refund liabilities	70,205	110,360	70,205	110,360
Increase/(decrease) in obligation to pay cash to third parties	11,741	6,106	11,741	6,106
<b>Net cash inflow from operating activities</b>	<b>604,688</b>	<b>494,170</b>	<b>600,629</b>	<b>504,652</b>

# UNRECOGNISED ITEMS

## NOTE 25 CONTINGENCIES

The Group has the following material contingent liabilities as at 31 December 2021.

### Bank guarantees

The Group 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 \$14.858 million (2020: \$14.695 million) and the actuarial assessment of claims liability as at 31 December 2021 is \$10.620 million (2020: \$10.167 million).

### Other

There are several other 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 26 COMMITMENTS

	Consolidated		University	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'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	88,371	194,528	88,371	194,528
Later than one year	7	15,304	7	15,304
Later than five years	-	-	-	-
<b>Total property, plant and equipment commitments</b>	<b>88,378</b>	<b>209,832</b>	<b>88,378</b>	<b>209,832</b>
<b>Other expenditure commitments</b>				
Within one year	2,931	3,233	2,931	3,233
Later than one year	4,869	5,862	4,869	5,862
Later than five years	7,460	3,109	7,460	3,109
<b>Total other expenditure commitments</b>	<b>15,260</b>	<b>12,204</b>	<b>15,260</b>	<b>12,204</b>

### Key estimates, judgements and accounting policy

Commitments are disclosed exclusive of GST.

## NOTE 27 SUBSEQUENT EVENTS

The 31 December 2021 financial statements and associated financial audit were first completed on 2 June 2022 following the issuance of the Victorian Auditor General's Office Independent Auditor's Report.

Subsequent to that date, the University was made aware of an additional disclosure required for the US Department of Education William D Ford Federal Direct Loan Program. The loan program is administered by the University whereby, loan funds are provided to the University for tuition fees for US students and the remainder is provided to the student for living expenses. To comply with the program, financial statements must include a supplemental schedule and, as such the 31 December 2021 financial statements have been reissued to include Note 35. No other changes have been made to the financial statements.

Since the end of the financial year ended 31 December 2021 and the date of signing of the reissued financial statements, the following matters have arisen:

- In 2022 the Group issued a domestic Australian dollar Medium Term Note to the value of \$200 million. The bond coupon rate is 4.67% fixed for 7 years.
- The University completed its second offering in the US Private Placement (USPP) market during 2022. This comprised three tranches of senior notes totalling the equivalent of \$400 million AUD. These were made up of \$260 million AUD for 30 years, \$110 million AUD for 30 years and \$30 million AUD for 40 years.

Unless otherwise disclosed, no other matters or circumstances have arisen since the end of the financial year that have affected or may subsequently affect the financial position of the Group.

For further information in relation to the University's financial performance and position subsequent to the financial year ended 31 December 2021, refer to the 31 December 2022 Annual Report.

## MANDATORY DISCLOSURES

### NOTE 28 SUBSIDIARIES, JOINT ARRANGEMENTS AND ASSOCIATES

#### 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	
			2021	2020
<b>Melbourne Business School Limited Group</b>	Provision of educational services.	Australia	45%	45%
<b>UOM Commercial Limited</b>	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	
			2021	2020
<b>Australia India Institute Private Limited</b>	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%
<b>Australian Music Examinations Board (Victoria) Limited</b>	Provides a system of graded examinations in relation to music and speech in Victoria.	Australia	100%	100%
<b>Goulburn Valley Equine Hospital Pty Limited</b>	Provides equine hospital services, specialising in lameness and reproduction services.	Australia	100%	100%
<b>Melbourne Teaching Health Clinics Limited</b>	Operates and manages medical clinics to provide students at the University with world class clinical training.	Australia	100%	100%
<b>Melbourne University Publishing Limited</b>	To publish scholarly writing from Australia and overseas, both within and independent of the tertiary sector.	Australia	100%	100%
<b>Nossal Institute Limited</b>	Undertake and provide research, development, education, training, consultancy and other activities in regard to medical and related areas.	Australia	100%	100%
<b>UoM International Holdings Limited Group</b>	Holding company established to act as the parent company for some of the University's subsidiaries established outside of Australia.	Australia	100%	100%
<b>UMELB Pte Limited</b>	Undertake University profiling, student recruitment, alumni support and donor relationship development.	Singapore	100%	100%
<b>UM Commercialisation Pty Ltd</b>	To act as trustee for UM Commercialisation Trust.	Australia	100%	100%

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.

#### Associates and joint arrangements

The Group has a 20 per cent interest in Uniseed Management Pty Limited and a 50% interest in BioCurate Pty Limited, both of which are considered associates. The carrying value of associates as at 31 December 2021 is \$11.366 million (2020: \$11.533 million).

The Group has a 50 per cent interest in the Australian National Academy of Music Limited Group, which is considered a joint venture.

The Group received contributions towards the construction of two buildings, the Kenneth Myer Building and the Peter Doherty Institute, which are treated as joint operations. The policy is outlined in Note 16, in the accounting policy section called contributions received or paid for buildings.



## NOTE 28 SUBSIDIARIES, JOINT ARRANGEMENTS AND ASSOCIATES (CONT'D)

### Accounting policy and judgements

#### Subsidiaries

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 per cent of Melbourne Business School Limited Group, the Group has control and concludes no non-controlling interest (NCI) exists on the basis that the NCI has no share in the net assets.

#### Associates and joint arrangements

Significant judgement has been applied in assessing the existence of significant influence. Even though the University holds a 50 per cent interest in BioCurate Pty Limited 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.

The associates and joint venture are individually immaterial to the Group. The Group's associates and joint venture are accounted for using the equity method. Under this method the investment is initially recognised at cost and is adjusted annually for the Group's share of the profit or loss of the associate or joint venture.

## NOTE 29 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. University Council has overall responsibility for the establishment and oversight of the Group's risk management framework. The Council has established the:

- Finance Committee: 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: monitors and advises the Finance Committee on the University's investments.
- Audit and Risk Committee: responsible for monitoring the assessment and management of risk across the University.

### Risk exposures

The main risks the Group is exposed to and management's strategy for managing them are:

Risk	Description	Strategy for management and sensitivity analysis
<b>Market risk</b>	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.	
<b>Interest rate risk</b>	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.</p> <p>All borrowings are subject to approval by University Council and the Treasurer of Victoria. All University borrowings are at a fixed interest rate, either naturally or synthetically through the overlay of financial derivatives. This eliminates any interest rate cash flow risk to the University on borrowings. Refer to Note 19 for details of borrowings.</p> <p>For interest bearing investments, if interest rates were 1 per cent lower/higher than the reporting date rates, with all other variables held constant, the Group's net result for the year would have been \$7.741 million lower/higher, reflecting the lower/higher interest income earned on affected balances (2020: \$8.521 million lower/higher).</p>

## NOTE 29 FINANCIAL RISK MANAGEMENT (CONT'D)

Risk	Description	Strategy for management and sensitivity analysis
<b>Foreign currency risk</b>	The Group's main exposure to foreign currency risk arises from overseas equity investments, USD denominated debt, and future revenues and payments in foreign currencies. The Group is mainly exposed to US dollars.	<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 measured at 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. These financial instruments are hedge accounted.</p> <p>The Group's hedged position includes AUD equivalent of \$183.050 million (2020: \$183.050 million) of non-AUD denominated debt exposure being managed at an average hedge rate of \$0.72 (2020: \$0.72). The impact of the hedging relationship is outlined in Note 22 for the notional amount and carrying amount. Fair value changes of the effective portion of the hedge are outlined in Note 23. There are no ineffective portions of the hedge.</p> <p>The Group entered into forward contracts to hedge USD and CHF foreign exchange exposures during the year, with contracts to buy USD equivalent to AUD 4.706 million at an average foreign exchange rate of \$0.75, contracts to sell USD equivalent to AUD 2.657 million at an average foreign exchange rate of \$0.78, and contracts to buy CHF equivalent to AUD 0.305 million at an average foreign exchange rate of \$0.67 (2020: Nil). These hedges are not hedge accounted and all changes in fair value are taken to the Income Statement.</p> <p>At the reporting date, if the Australian dollar weakened/strengthened by 10 per cent against the relevant foreign currency investments with all other variables held constant, the Group's net result would have been \$31.246 million lower/higher (2020: \$13.053 million lower/higher), due to changes in fair value of financial assets at fair value through profit and loss.</p>
<b>Price risk</b>	The Group has a significant investment in marketable securities included within financial assets at fair value through profit or loss, which exposes the Group to price risk.	<p>To manage this risk, the Group 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&amp;P/ASX 200 Index.</p> <p>At the reporting date, if the value of marketable securities was 10% lower/higher with all other variables held constant, the Group's net result would have been \$318.781 million lower/higher (2020: \$250.184 million lower/higher), due to changes in fair value of financial assets at fair value through profit or loss.</p>
	The Group has a significant exposure to electricity price risk, given the significant amount of expenditure incurred for utilities.	<p>To help manage this risk the Group has contracted substantially all of its forecast electricity load for the next 10-years via two Power Purchase Agreements (PPAs). These PPAs are:</p> <ul style="list-style-type: none"> <li>The Melbourne Renewable Energy Project, a PPA executed directly with the Crowlands Wind Farm as part of a consortium of significant energy consumers coordinated by the City of Melbourne. This has been classified as a derivative, refer to Note 22; and</li> <li>The Murra Warra Wind Farm where the Group executed a PPA directly with the wind farm. This has been classified as a lease.</li> </ul>
<b>Credit risk</b>		
	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.	<p>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.</p> <p>The Group does not have any material credit risk exposure to any single receivable or group of trade 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 expected 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.</p>
<b>Liquidity risk</b>		
	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.

## NOTE 29 FINANCIAL RISK MANAGEMENT (CONT'D)

The following table summarises the maturity of the Group's financial liabilities. The amounts displayed are the contractual undiscounted cash flows, including principal and interest payments. The amounts included in the Statement of Financial Position are based on the discounted cash flows and as such will differ to the amounts below.

		Contracted undiscounted cash flows			
Consolidated	Note	Less than 1 year \$'000	1 to 5 years \$'000	More than 5 years \$'000	Total \$'000
<b>2021</b>					
<b>Financial liabilities</b>					
Trade and other payables	18	223,776	-	-	223,776
Borrowings	19	35,073	97,336	1,752,745	1,885,154
Other financial liabilities	22	398,235	1,587	7,495	407,317
<b>Total financial liabilities</b>		<b>657,084</b>	<b>98,923</b>	<b>1,760,240</b>	<b>2,516,247</b>
<b>2020</b>					
<b>Financial liabilities</b>					
Trade and other payables	18	180,066	-	-	180,066
Borrowings	19	259,079	17,639	362,546	639,264
Other financial liabilities	22	294,120	1,061	41,655	336,836
<b>Total financial liabilities</b>		<b>733,265</b>	<b>18,700</b>	<b>404,201</b>	<b>1,156,166</b>

## NOTE 30 FAIR VALUE MEASUREMENTS

### (a) Fair value measurements

All financial assets and liabilities have carrying values that are a reasonable approximation of fair value at reporting date, except for Borrowings. The aggregate fair value of borrowings at reporting date is \$540.639 million (2020: \$639.264 million). Refer to Note 19 for the carrying amount of borrowings.

#### Key estimates and judgements

Note 30(c) outlines the key estimates and judgements used by the Group in measuring 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 by 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.

## NOTE 30 FAIR VALUE MEASUREMENTS (CONT'D)

### (b) Fair value hierarchy

Consolidated	2021 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<b>Recurring fair value measurements at 31 December 2021</b>				
<b>Financial assets</b>				
Financial assets at fair value through profit or loss	3,187,813	1,694,389	1,493,424	-
Financial assets designated at fair value through other comprehensive income	242,566	211,836	-	30,730
Investments in subsidiaries *	4,544	-	-	4,544
Derivative financial assets (held-for-trading)	7,464	-	7,464	-
<b>Total financial assets</b>	<b>3,442,387</b>	<b>1,906,225</b>	<b>1,500,888</b>	<b>35,274</b>
<b>Non-financial assets</b>				
Property, plant and equipment **	5,568,104	-	1,189,139	4,378,965
Assets held for sale	42,082	-	-	42,082
<b>Total non-financial assets</b>	<b>5,610,186</b>	<b>-</b>	<b>1,189,139</b>	<b>4,421,047</b>
<b>Financial liabilities</b>				
Borrowings ***	540,639	-	540,639	-
Cross currency interest rate swap	6,833	-	6,833	-
Derivative financial liability (held-for-trading)	24,769	-	23,451	1,318
Obligation to pay cash to third parties	39,832	-	-	39,832
Refund liability	335,882	-	-	335,882
<b>Total liabilities</b>	<b>947,955</b>	<b>-</b>	<b>570,923</b>	<b>377,032</b>
<b>Recurring fair value measurements at 31 December 2020</b>				
<b>Financial assets</b>				
Financial assets at fair value through profit or loss	2,532,215	1,434,289	1,097,926	-
Financial assets designated at fair value through other comprehensive income	194,441	122,239	-	72,202
Investments in subsidiaries *	4,544	-	-	4,544
Derivative financial assets (held-for-trading)	39,450	-	39,450	-
<b>Total financial assets</b>	<b>2,770,650</b>	<b>1,556,528</b>	<b>1,137,376</b>	<b>76,746</b>
<b>Non-financial assets</b>				
Property, plant and equipment **	5,180,352	-	1,063,029	4,117,323
Assets held for sale	40,109	-	-	40,109
<b>Total non-financial assets</b>	<b>5,220,461</b>	<b>-</b>	<b>1,063,029</b>	<b>4,157,432</b>
<b>Financial liabilities</b>				
Borrowings	639,264	-	639,264	-
Cross currency interest rate swap	40,737	-	40,737	-
Derivative financial liability (held-for-trading)	11,676	-	9,349	2,327
Obligation to pay cash to third parties	28,091	-	-	28,091
Refund liability	265,677	-	-	265,677
<b>Total liabilities</b>	<b>985,445</b>	<b>-</b>	<b>689,350</b>	<b>296,095</b>

\* There are several immaterial subsidiaries that are not consolidated, as such investment in these entities are not eliminated from the Group. Refer to Note 28 for further details.

\*\* Comprised of land, buildings, service concession arrangements and works of art and other collections. Other items of property, plant and equipment are not held at fair value (Note 16).

\*\*\* Comprised of unsecured bank borrowings and unsecured bonds. Other items of borrowings, such as lease liabilities, are not held at fair value (Note 19).



## NOTE 30 FAIR VALUE MEASUREMENTS (CONT'D)

### **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, who have 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.

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.

Land with a community service obligation of greater than 10 per cent is considered to use Level 3 inputs as the unobservable input is considered significant. Valuation for the other remaining land properties is categorised as Level 2, based on the inputs to the valuation, using the market approach.

#### ***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 there are limited comparable sales therefore, the valuation is considered to utilise Level 3 inputs.

#### ***Financial assets designated at fair value through other comprehensive income (Levels 2 and 3)***

The fair value of 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.

## NOTE 30 FAIR VALUE MEASUREMENTS (CONT'D)

### (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 2020 and 2021:

	Land	Buildings	Works of art and other collections	Service concession assets	Assets classified as held for sale	Other financial assets	Other financial liabilities	Total
Consolidated	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Level 3 Fair value measurements 2020</b>								
Balance at 1 January	813,782	2,664,057	366,123	202,460	-	69,269	(179,526)	3,936,165
Additions	-	27,889	581	-	38,930	3,721	(116,466)	(45,345)
Transfer from construction in progress	-	51,334	-	-	-	-	-	51,334
Depreciation	-	(67,960)	-	(4,049)	-	-	-	(72,009)
Revaluation	51,665	46,285	14,595	2,327	-	3,756	(103)	118,525
Write-ups/transfers/(write-offs)	-	(14)	-	-	-	-	-	(14)
Transfers from Level 3 to Level 2	-	(11,643)	-	-	-	-	-	(11,643)
Assets classified as held for sale	(38,930)	(1,179)	-	-	1,179	-	-	(38,930)
<b>Balance at 31 December</b>	<b>826,517</b>	<b>2,708,769</b>	<b>381,299</b>	<b>200,738</b>	<b>40,109</b>	<b>76,746</b>	<b>(296,095)</b>	<b>3,938,083</b>
<b>Level 3 Fair value measurements 2021</b>								
Balance at 1 January	826,517	2,708,769	381,299	200,738	40,109	76,746	(296,095)	3,938,083
Reclassification	-	(2,302)	-	2,302	-	-	-	-
Additions	-	20,934	165	-	-	3,364	(81,946)	(57,483)
Transfer from construction in progress	-	21,920	-	190,916	-	-	-	212,836
Disposals	-	(18)	-	-	-	(81,783)	-	(81,801)
Depreciation	-	(69,862)	-	(5,287)	(24)	-	-	(75,173)
Revaluation	38,145	31,573	16,053	20,968	1,997	36,947	1,009	146,692
Transfers from Level 3 to Level 2	-	(4,885)	-	-	-	-	-	(4,885)
Transfers from Level 2 to Level 3	-	1,020	-	-	-	-	-	1,020
<b>Balance at 31 December</b>	<b>864,662</b>	<b>2,707,149</b>	<b>397,517</b>	<b>409,637</b>	<b>42,082</b>	<b>35,274</b>	<b>(377,032)</b>	<b>4,079,289</b>

Quantitative information about significant unobservable inputs used in Level 3 fair value measurements are summarised in the table below.

Description	Fair value 2021 \$'000	Significant unobservable inputs	Relationship of significant unobservable inputs to fair value
<b>Other financial assets</b>	<b>35,274</b>	Net asset value	A 5 per cent increase in net asset value would increase fair value of other financial assets by \$1.764 million (2020: \$3.837 million).
<b>Other financial liabilities</b>	<b>(377,032)</b>	Electricity long term forward price	A 10 per cent increase in the electricity long term forward price would decrease the value of the liability by \$0.144 million (2020: \$0.107 million).
		Large Generator Certificates (LGC) long term forward price	A 10 per cent increase in the LGC long term forward price would decrease the value of the liability by \$0.093 million (2020: \$0.029 million).

## NOTE 31 REMUNERATION OF AUDITORS

During the year, the fees presented in the table below, were paid or payable for services provided by auditors of the Group.

	Consolidated		University	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Audit of the financial statements</b>				
Fees paid or payable to the Victorian Auditor-General's Office	459	524	422	446
Fees paid or payable to KPMG	106	102	-	-
<b>Total remuneration for audit services</b>	<b>565</b>	<b>626</b>	<b>422</b>	<b>446</b>
<b>Other audit and assurance services</b>				
Fees paid or payable to KPMG	100	-	100	-
Fees paid or payable to Ernst & Young	24	160	24	160
<b>Total remuneration for other audit and assurance services</b>	<b>124</b>	<b>160</b>	<b>124</b>	<b>160</b>

## NOTE 32 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 28.

### Members of Council and specified executive officers

Disclosures relating to Members of Council and specified executives are set out in Note 33.

### Transactions with related parties

The following transactions occurred with related parties:

	University	
	2021 \$'000	2020 \$'000
<b>Subsidiaries</b>		
Funding provided	4,866	5,953
Rent in-kind provided	233	59
Lease receipts	1,543	1,853
Sale of goods and services	2,203	3,693
Purchase of goods	541	776
Transfers of research and development to a related party	9	28
Transfers under finance arrangements	-	76
Donations received	1,259	7,720
<b>Associates</b>		
Funding provided	5,322	1,000
<b>Key management personnel</b>		
Donations received	1,489	8,632

Contributions to superannuation are disclosed in Note 8.

### Outstanding balances

The following balances are outstanding at the reporting date in relation to transactions with related parties:

	University	
	2021 \$'000	2020 \$'000
<b>Subsidiaries</b>		
Current receivables (sale of goods and services)	534	388
Current payables (purchases of goods)	219	119
<b>Key management personnel</b>		
Commitments – donations	6,540	7,151

### 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, non-interest bearing and repayable in cash.

## NOTE 33 KEY MANAGEMENT PERSONNEL

Key management personnel are made up of responsible persons and executive officers.

### Responsible persons

The University defines responsible persons as members of University Council.

Names of responsible persons	
Ms Desiree Cai	Mr Mark Leibler AC
Ms Nadia Carlin	Prof Duncan Maskell (Vice-Chancellor)
Dr Andrew Cuthbertson AO	Mr Allan Myers AC QC
Prof Marilys Guillemain	Mr Andrew Sisson AO
Ms Jane Hansen AO	Ms Wendy Stops
Prof Janet Hergt (appointed 1 January 2021, finished 25 June 2021)	Prof Joseph J Y Sung
Prof Andrew Kenyon (appointed 26 June 2021)	Dr Helen Szoke AO

### Remuneration of responsible persons

Amounts paid, payable or otherwise made available to Council in connection with the management of affairs of the Group is outlined below. This excludes executive members.

	Consolidated	
	2021 \$'000	2020 \$'000
Short-term benefits	363	358
<b>Total remuneration of responsible persons</b>	<b>363</b>	<b>358</b>

The number of University Council members with their remuneration classified in the relevant income band, is shown in the table below. The remuneration only relates to remuneration for acting in the capacity as a member of Council. Certain members elect to donate part or all of the remuneration reported to the University. Staff of the University are not eligible to be remunerated for acting in the capacity as a member of Council.

	Consolidated	
	2021 No.	2020 No.
Nil	6	5
\$1–\$9,999	-	1
\$20,000–\$29,999	-	1
\$30,000–\$39,999	4	3
\$40,000–\$49,999	3	3
\$80,000–\$89,999	1	1
<b>Total number</b>	<b>14</b>	<b>14</b>

### Executive officers

The University defines executive officers as members of the University Executive Committee. The Committee comprises the Vice-Chancellor, Faculty Deans, the Provost, Deputy Vice-Chancellors, the President of Academic Board and Vice-Presidents.

### Remuneration of executive officers

Amounts paid, payable or otherwise made available to executive officers are outlined below.

	Consolidated	
	2021 \$'000	2020 \$'000
Short-term benefits	10,799	10,429
Post-employment benefits	1,537	1,348
Termination benefits	512	-
Other long-term benefits	134	138
<b>Total remuneration of executive officers</b>	<b>12,982</b>	<b>11,915</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 for 2021 is \$298,758 (2020: \$331,617).



## NOTE 33 KEY MANAGEMENT PERSONNEL (CONT'D)

The number of executive officers and their remuneration during the reporting period is shown in the table below in their relevant bands.

	Consolidated	
	2021 No.	2020 No.
\$30,000–\$44,999	-	1
\$165,000–\$179,999	1	-
\$210,000–\$224,999	1	-
\$315,000–\$329,999	1	-
\$330,000–\$344,999	2	-
\$345,000–\$359,999	1	-
\$360,000–\$374,999	-	1
\$375,000–\$389,999	-	1
\$390,000–\$404,999	1	1
\$405,000–\$419,999	3	1
\$420,000–\$434,999	1	3
\$435,000–\$449,999	3	1
\$450,000–\$464,999	1	-
\$465,000–\$479,999	-	1
\$480,000–\$494,999	1	-
\$495,000–\$509,999	-	1
\$510,000–\$524,999	1	-
\$525,000–\$539,999	-	1
\$540,000–\$554,999	-	1
\$555,000–\$569,999	1	1
\$570,000–\$584,999	-	1
\$585,000–\$599,999	1	1
\$600,000–\$614,999	1	2
\$615,000–\$629,999	-	1
\$645,000–\$659,999	1	-
\$660,000–\$674,999	-	1
\$795,000–\$809,999	-	1
\$810,000–\$824,999	1	-
\$825,000–\$839,999	1	-
\$840,000–\$854,999	1	-
\$1,455,000–\$1,469,999	1	-
\$1,500,000–\$1,514,999	-	1
<b>Total number of executives</b>	<b>25</b>	<b>22</b>
<b>Total annualised employee equivalent (AEE)</b>	<b>22.4</b>	<b>21.0</b>

### Minister

The relevant Minister for the reporting period was the Hon Gayle Tierney, Minister for Training and Skills and Minister for Higher Education. 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 34 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (UNIVERSITY ONLY)

## Note 34.a Education – CGS and other education grants

	Commonwealth Grants Scheme <sup>1</sup>		National Institutes Funding		Access and Participation Fund		Promotion of Excellence in Learning & Teaching		Disability Performance Funding <sup>2</sup>	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	302,514	292,434	5,949	5,843	-	1,536	-	(1)	371	433
Net adjustments	(75)	(457)	-	-	-	-	-	-	-	-
<b>Revenue and income for the period</b>	<b>302,439</b>	<b>291,977</b>	<b>5,949</b>	<b>5,843</b>	<b>-</b>	<b>1,536</b>	<b>-</b>	<b>(1)</b>	<b>371</b>	<b>433</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-
<b>Total revenue and income including accrued revenue</b>	<b>302,439</b>	<b>291,977</b>	<b>5,949</b>	<b>5,843</b>	<b>-</b>	<b>1,536</b>	<b>-</b>	<b>(1)</b>	<b>371</b>	<b>433</b>
Less expenses including accrued expenses	(302,439)	(291,977)	(5,949)	(5,843)	-	(1,536)	-	1	(371)	(433)
<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>

	Supporting More Women in STEM Careers		Academic Centres of Cyber Security Excellence		AMSI Vacation Schools		Superannuation Programs		The Hellenic Chair in Global Diasporas	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	2,984	4,516	-	244	263	516	7,050	6,469	-	2,500
Net adjustments	-	-	273	(273)	-	-	-	-	-	-
<b>Revenue and income for the period</b>	<b>2,984</b>	<b>4,516</b>	<b>273</b>	<b>(29)</b>	<b>263</b>	<b>516</b>	<b>7,050</b>	<b>6,469</b>	<b>-</b>	<b>2,500</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-
<b>Total revenue and income including accrued revenue</b>	<b>2,984</b>	<b>4,516</b>	<b>273</b>	<b>(29)</b>	<b>263</b>	<b>516</b>	<b>7,050</b>	<b>6,469</b>	<b>-</b>	<b>2,500</b>
Less expenses including accrued expenses	(2,984)	(4,516)	(273)	29	(263)	(516)	(7,050)	(6,469)	-	(2,500)
<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>

<sup>1</sup> Includes the basic CGS grant amount, CGS Regional Loading, CGS Enabling Loading, CGS Medical Student Loading, Allocated Places and Non-Designated Courses.

<sup>2</sup> Disability Performance Funding includes Additional Support for Students with Disabilities.

NOTE 34 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (UNIVERSITY ONLY) (CONT'D)

	Tertiary Access Payment		National Priorities & Industry Fund		Higher Education Participation & Partnership Program		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	666	-	8,750	-	1,692	-	330,239	314,490
Net adjustments	(514)	-	-	-	-	-	(316)	(730)
<b>Revenue and income for the period</b>	<b>152</b>	<b>-</b>	<b>8,750</b>	<b>-</b>	<b>1,692</b>	<b>-</b>	<b>329,923</b>	<b>313,760</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
<b>Total revenue and income including accrued revenue</b>	<b>152</b>	<b>-</b>	<b>8,750</b>	<b>-</b>	<b>1,692</b>	<b>-</b>	<b>329,923</b>	<b>313,760</b>
Less expenses including accrued expenses	(152)	-	(8,750)	-	(1,692)	-	(329,923)	(313,760)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Note 34.b Higher Education Loan Programs (excl OS-HELP)**

	HECS-HELP (Australian Government payments only)		FEE-HELP		SA-HELP		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial assistance received in cash during the reporting period	172,375	188,895	129,922	122,879	3,606	3,533	305,903	315,307
Net adjustments	(3,010)	(17,721)	(2,638)	(2,308)	848	(195)	(4,800)	(20,224)
<b>Revenue and income for the period</b>	<b>169,365</b>	<b>171,174</b>	<b>127,284</b>	<b>120,571</b>	<b>4,454</b>	<b>3,338</b>	<b>301,103</b>	<b>295,083</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
<b>Total revenue and income including accrued revenue</b>	<b>169,365</b>	<b>171,174</b>	<b>127,284</b>	<b>120,571</b>	<b>4,454</b>	<b>3,338</b>	<b>301,103</b>	<b>295,083</b>
Less expenses including accrued expenses	(169,365)	(171,174)	(127,284)	(120,571)	(4,454)	(3,338)	(301,103)	(295,083)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Note 34.c Department of Education and Training Research**

	Research Training Program		Research Support Program		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	106,567	103,597	214,513	106,971	321,080	210,568
Net adjustments	(3,991)	(11,655)	-	(24)	(3,991)	(11,679)
<b>Revenue and income for the period</b>	<b>102,576</b>	<b>91,942</b>	<b>214,513</b>	<b>106,947</b>	<b>317,089</b>	<b>198,889</b>
Surplus/(deficit) from the previous year	-	-	-	-	-	-
<b>Total revenue and income including accrued revenue</b>	<b>102,576</b>	<b>91,942</b>	<b>214,513</b>	<b>106,947</b>	<b>317,089</b>	<b>198,889</b>
Less expenses including accrued expenses	(102,576)	(91,942)	(214,513)	(106,947)	(317,089)	(198,889)
<b>Surplus/(deficit) for reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

NOTE 34 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (UNIVERSITY ONLY) (CONT'D)

**Note 34.d Total Research Training Program expenditure**

	Total domestic students		Total overseas students		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Research Training Program fee offsets	69,173	67,161	3,195	3,214	<b>72,368</b>	<b>70,375</b>
Research Training Program stipends	28,731	20,483	1,336	984	<b>30,067</b>	<b>21,467</b>
Research Training Program allowances	112	84	29	16	<b>141</b>	<b>100</b>
<b>Total for all types of support</b>	<b>98,016</b>	<b>87,728</b>	<b>4,560</b>	<b>4,214</b>	<b>102,576</b>	<b>91,942</b>

**Note 34.e Capital funding**

	Linkage Infrastructure Equipment and Facilities Grant		Stawell Underground Physics Laboratory		Menzies Institute and Library		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	6,902	4,019	2,050	300	-	-	<b>8,952</b>	<b>4,319</b>
Net adjustments	(6,319)	(2,314)	-	883	-	-	<b>(6,319)</b>	<b>(1,431)</b>
<b>Revenue and income for the period</b>	<b>583</b>	<b>1,705</b>	<b>2,050</b>	<b>1,183</b>	<b>-</b>	<b>-</b>	<b>2,633</b>	<b>2,888</b>
Surplus/(deficit) from the previous year	466	19	1,858	883	6,756	6,918	<b>9,080</b>	<b>7,820</b>
<b>Total revenue and income including accrued revenue</b>	<b>1,049</b>	<b>1,724</b>	<b>3,908</b>	<b>2,066</b>	<b>6,756</b>	<b>6,918</b>	<b>11,713</b>	<b>10,708</b>
Less expenses including accrued expenses	647	(1,258)	(3,142)	(208)	(2,828)	(162)	<b>(5,323)</b>	<b>(1,628)</b>
<b>Surplus/(deficit) for reporting period</b>	<b>1,696</b>	<b>466</b>	<b>766</b>	<b>1,858</b>	<b>3,928</b>	<b>6,756</b>	<b>6,390</b>	<b>9,080</b>



# NOTE 34 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (UNIVERSITY ONLY) (CONT'D)

## Note 34.f Australian Research Council grants

	Discovery		Linkages		Networks and centres		Special research initiatives		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	56,420	48,909	13,180	11,982	10,132	13,209	334	82	80,066	74,182
Net adjustments	(14,241)	(6,595)	(3,837)	(4,182)	(7,014)	(10,627)	(240)	(58)	(25,332)	(21,462)
<b>Revenue and income for the period</b>	<b>42,179</b>	<b>42,314</b>	<b>9,343</b>	<b>7,800</b>	<b>3,118</b>	<b>2,582</b>	<b>94</b>	<b>24</b>	<b>54,734</b>	<b>52,720</b>
Surplus/(deficit) from the previous year	2,487	107	8,776	684	6,240	1,881	4	36	17,507	2,708
<b>Total revenue and income including accrued revenue</b>	<b>44,666</b>	<b>42,421</b>	<b>18,119</b>	<b>8,484</b>	<b>9,358</b>	<b>4,463</b>	<b>98</b>	<b>60</b>	<b>72,241</b>	<b>55,428</b>
Less expenses including accrued expenses	(41,976)	(39,934)	(7,731)	292	(2,773)	1,777	4	(56)	(52,476)	(37,921)
<b>Surplus/(deficit) for reporting period</b>	<b>2,690</b>	<b>2,487</b>	<b>10,388</b>	<b>8,776</b>	<b>6,585</b>	<b>6,240</b>	<b>102</b>	<b>4</b>	<b>19,765</b>	<b>17,507</b>

## Note 34.g OS-HELP

	OS-HELP	
	2021 \$'000	2020 \$'000
Cash received during the reporting period	191	7,237
Cash spent during the reporting period	(83)	(642)
<b>Net cash received</b>	<b>108</b>	<b>6,595</b>
Cash surplus/(deficit) from the previous period	8,929	2,334
<b>Cash surplus/(deficit) for reporting period</b>	<b>9,037</b>	<b>8,929</b>

## Note 34.h Student Services and Amenities Fee

	Student Services and Amenities Fee	
	2021 \$'000	2020 \$'000
Unspent/(overspent) revenue from previous period	-	2,296
SA-HELP revenue earned	4,454	3,339
Student services and amenities fees from students	9,753	1,510
<b>Total revenue expendable in period</b>	<b>14,207</b>	<b>7,145</b>
Student services expenses during period	(10,208)	(7,145)
<b>Unspent/(overspent) Student Services and Amenities Fee</b>	<b>3,999</b>	<b>-</b>

## NOTE 35 US DEPARTMENT OF EDUCATION FINANCIAL RESPONSIBILITY SUPPLEMENTAL SCHEDULE

The University enrolls American students under the US Department of Education William D Ford Federal Direct Loan Program. The loan program is administered by the University whereby, loan funds are provided to the University for tuition fees with the remainder being provided to the student for living expenses. In order to retain accreditation for the program and accept students, the US Department of Education requires the University to undertake a number of compliance tasks which include a requirement to disclose the US Supplemental Schedule disclosure in the annual financial statements below. The below information has been disclosed for the current year only, being 31 December 2021.

Reference in Financial Statements and Related Notes	Financial Elements	University 2021 \$'000
<b>Primary Reserve Ratio: Expendable Net Assets</b>		
Statement of Financial Position - Net assets without donor restrictions	Net assets without donor restrictions	5,330,845
Statement of Financial Position - Net assets with donor restrictions	Net assets with donor restrictions	2,411,758
Note 32 - Related party transactions   Outstanding balances	Secured and Unsecured related party receivable	6,855
Note 32 - Related party transactions   Outstanding balances	Unsecured related party receivable	6,855
Note 16 - Property, plant and equipment   Closing net book amount less right of use assets	Property, plant and equipment, net (includes Construction in progress)	5,820,585
N/A - Option to not disclose pre-implementation figures for PP&E has been exercised. Note 16 - Property, plant and equipment   Opening net book amount, less right of use assets, depreciation and disposals	Property, plant and equipment pre-implementation	-
Note 16 - Property, plant and equipment   Closing net book amount	Property, plant and equipment post-implementation with outstanding debt for original purchase	-
Note 16 - Property, plant and equipment   Closing net book amount	Property, plant and equipment post-implementation without outstanding debt for original purchase	5,627,372
Note 16 - Property, plant and equipment   Construction in progress	Construction in progress	193,213
Note 16 - Property, plant and equipment   Right-of-use assets	Lease right-of-use asset, net	341,496
N/A - Option to not disclose pre-implementation figures for leases has been exercised	Lease right-of-use asset, pre-implementation	-
Note 16 - Property, plant and equipment   Right-of-use assets	Lease right-of-use asset, post-implementation	341,496
Statement of Financial Position - Intangible Assets	Intangible assets	82,288
N/A	Post-employment and pension liabilities	-
Note 19 - Borrowings   Non-current unsecured bank borrowings, unsecured bonds and other borrowings	Long-term debt - for long term purposes	530,407
N/A - Option to not disclose pre-implementation figures for LT debt has been exercised. 2021 Annual Report: Note 19 - Borrowings   2020 Non-current unsecured bank borrowings, unsecured bonds and other borrowings as at 31 Dec 2021 less repayments in 2021	Long-term debt - for long term purposes pre-implementation	-
2021 Annual Report: Note 19 - Borrowings   2020 Non-current unsecured bank borrowings, unsecured bonds and other borrowings	Long-term debt - for long term purposes post-implementation	-
N/A	Line of Credit for Construction in progress	153,502
Note 19 - Borrowings   Operating lease liabilities	Lease right-of-use asset liability	315,546
N/A - Option to not disclose pre-implementation figures for leases has been exercised	Pre-implementation right-of-use asset liability	-
Note 19 - Borrowings   Operating lease liabilities	Post-implementation right-of-use asset liability	315,546
N/A	Annuities with donor restrictions	-
Statement of Financial Position - Donor restrictions on income from activities and net assets	Term endowments with donor restrictions	1,340,618
N/A	Life income funds with donor restrictions	-
Statement of Financial Position - Donor restrictions on income from activities and net assets	Net assets with donor restrictions: restricted in perpetuity	1,331,868

## NOTE 35 US DEPARTMENT OF EDUCATION FINANCIAL RESPONSIBILITY SUPPLEMENTAL SCHEDULE (CONT'D)

Reference in Financial Statements and Related Notes	Financial Elements	University 2021 \$'000
<b>Primary Reserve Ratio: Total Expenses and Losses</b>		
Income Statement - Total Expenses (Without Donor restrictions)	Total expenses without donor restrictions - taken directly from Statement of Activities	2,541,852
Statement of comprehensive income - Loss of equity accounted investments	Non-Operating and Net Investment (loss)	167
Statement of comprehensive income	Net investment losses	-
N/A	Pension -related changes other than net periodic costs	-
<b>Equity Ratio: Modified Net Assets</b>		
Statement of Financial Position - Net assets without donor restrictions	Net assets without donor restrictions	5,330,845
Statement of Financial Position - Net assets with donor restrictions	Net assets with donor restrictions	2,411,758
Statement of Financial Position - Intangible Assets	Intangible assets	82,288
Note 32 - Related party transactions   Outstanding balances	Secured and Unsecured related party receivable	6,855
Note 32 - Related party transactions   Outstanding balances	Unsecured related party receivable	6,855
<b>Equity Ratio: Modified Assets</b>		
Statement of Financial Position - Total assets	Total assets	10,594,752
N/A - Option to not disclose pre-implementation figures for leases has been exercised	Lease right-of-use asset, pre-implementation	-
N/A - Option to not disclose pre-implementation figures for leases has been exercised	Pre-implementation right-of-use asset liability	-
Statement of Financial Position - Intangible Assets	Intangible assets	82,288
Note 32 - Related party transactions   Outstanding balances	Secured and Unsecured related party receivable	6,855
Note 32 - Related party transactions   Outstanding balances	Unsecured related party receivable	6,855
<b>Net Income Ratio:</b>		
Statement of Financial Position - Net assets	Change in Net Assets Without Donor Restrictions	610,462
Income Statement - Total income	Total Revenues and Gains	3,399,351

# STATEMENT BY THE VICE-CHANCELLOR AND CHIEF FINANCIAL OFFICER

The University Council at its meeting held on 16 March 2022 agreed to adopt the financial statements and authorised the Vice-Chancellor and Chief Financial Officer to sign the financial statements on behalf of the University.

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 2021 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 2021 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 2021 was expended for the purposes for which it was provided.



**Professor Duncan Maskell**  
Vice-Chancellor  
23 August 2023



**Katerina Kapobassis**  
Chief Financial Officer  
23 August 2023



# Independent Auditor's Report

## To the Council of The University of Melbourne

### Opinion

I have audited the financial report of The University of Melbourne (the university) and its controlled entities (together, the group) which comprises the:

- group and university statement of financial position as at 31 December 2021
- group and university income statement for the year then ended
- group and university comprehensive income statement for the year then ended
- group and university statement of changes in equity for the year then ended
- group and university statement of cash flows for the year then ended
- notes to the financial statements, including significant accounting policies, and the US Department of Education financial responsibility supplemental schedule (note 35)
- Statement by the Vice-Chancellor and Chief Financial Officer.

In my opinion the financial report is in accordance with Part 7 of the *Financial Management Act 1994* and Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- giving a true and fair view of the financial position of the university as at 31 December 2021 and of its financial performance and its cash flows for the year then ended
- complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2013*.

### Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards 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 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 Victoria. 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 opinion.

### Council's responsibilities for the financial report

The Council of the university is responsible for the preparation of a financial report that gives a true and fair view 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 determines is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council is responsible for assessing the university'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.

<b>Other information</b>	<p>The Council are responsible for the Other Information, which comprises the information in the annual report for the year ended 31 December 2021, but does not include the financial report and my auditor's report thereon.</p> <p>My opinion on the financial report does not cover the Other Information and accordingly, I do not express any form of assurance conclusion on the Other Information. However, in connection with my audit of the financial report, my responsibility is to read the Other Information and in doing so, consider whether it is materially inconsistent with the financial report or the knowledge I obtained during the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude there is a material misstatement of the Other Information, I am required to report that fact. I have nothing to report in this regard.</p>
<b>Auditor's responsibilities for the audit of the financial report</b>	<p>As required by the <i>Audit Act 1994</i>, 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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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's internal control</li> <li>• evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council</li> <li>• 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'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 to cease to continue as a going concern</li> <li>• 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</li> </ul>

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**Auditor's  
responsibilities  
for the audit of  
the financial  
report  
(continued)**

- 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  
25 August 2023



Charlotte Jeffries  
*as delegate for the Auditor-General of Victoria*

## 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 2021, 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  
25 August 2023

Charlotte Jeffries  
*as delegate for the Auditor-General of Victoria*



# DISCLOSURE INDEX

Item No.	Source	Summary of reporting requirement	Page Number
<b>REPORT OF OPERATIONS</b>			
<b>Charter and purpose</b>			
1.	FRD 22I	Manner of establishment and the relevant Minister	2, 82, 169
2.	FRD 22I	Purpose, functions, powers and duties	2–3, 10–96
3.	FRD 22I	Key initiatives and projects	2–3, 10–96
4.	FRD 22I	Nature and range of services provided	2–3, 10–96
<b>Management and structure</b>			
5.	FRD 22I	Organisational structure	16–17, 82–93
<b>Financial and other information</b>			
6.	FRD 10A	Disclosure Index	181–182
7.	FRD 22I	Employment and conduct principles	103
8.	FRD 22I	Workforce data disclosures	38,103
9.	FRD 22I	Occupational health and safety policy	98–102
10.	FRD 22I	Summary of the financial results for the year	80, 118–123
11.	FRD 22I	Significant changes in financial position during the year	120
12.	FRD 22I	Summary of operational and budgetary objectives	8–9, 22–23, 26–31, 32–33, 36–41, 42–43, 46–51, 54–55, 56–57, 60–67, 68–69, 72–77, 78–79, 80–81, 118–120
13.	FRD 22I	Major changes or factors affecting performance	10–15, 24–81
14.	FRD 22I	Subsequent events	159
15.	FRD 22I	Application and operation of the <i>Freedom of Information Act 1982</i>	106–107
16.	FRD 22I	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	104
17.	FRD 22I	Statement on National Competition Policy	105
18.	FRD 22I	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	105
19.	FRD 22I	Details of consultancies over \$10,000	123
20.	FRD 22I	Details of consultancies under \$10,000	123
21.	FRD 22I	Disclosure of government advertising expenditure	N/A
22.	FRD 22I	Disclosure of ICT expenditure	107
23.	FRD 22I	Asset Management Accountability Framework (AMAF) maturity assessment	107
24.	FRD 22I	Summary of Environmental Performance	108–111
25.	FRD 22I	Statement of availability of other information	107
26.	FRD 25D	Local Jobs First	106
27.	SD 3.7.1	The Responsible Body must ensure that the Agency applies the Victorian Government Risk Management Framework.	97
28.	SD 5.2	Specific requirements under Standing Direction 5.2	2,129,176

Item No.	Source	Summary of reporting requirement	Page Number
<b>DECLARATION</b>			
29.	SD 5.2.3	Declaration in report of operations	2
<b>FINANCIAL STATEMENTS</b>			
<b>Declaration</b>			
30.	SD 5.2.2	Declaration in financial statements	176
<b>Other requirements under standing directions 5.2</b>			
31.	SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	129, 176
<b>Other disclosures as required by financial reporting directions in notes to the financial statements</b>			
32.	FRD 11A	Disclosure of ex-gratia expenses	N/A
33.	FRD 21C	Disclosures of Responsible Persons, Executive Officer and Other Personnel (contractors with significant management responsibilities) in the Financial Report	168–169
34.	FRD 103I	Non-financial physical assets	142–149
35.	FRD 110A	Cash flow statements	128
36.	FRD 112D	Defined benefit superannuation obligations	127, 136, 138, 140, 152–153
<b>COMPLIANCE WITH OTHER LEGISLATION, SUBORDINATE INSTRUMENTS AND POLICIES</b>			
37.	ETRA s3.2.8	Statement about compulsory non-academic fees, subscriptions, and charges payable in 2021	107
38.	PAEC	Financial and other information relating to the university's international operations	9, 10–11, 32–33, 41, 48, 51, 56–57, 67, 70–77, 80, 90, 104, 113, 115
39.	University Commercial Activity Guidelines	<ul style="list-style-type: none"> <li>Summary of the university commercial activities</li> <li>If the university has a controlled entity, include the accounts of that entity in the university's Annual Report.</li> </ul>	160–161
<b>LEGISLATION</b>			
<i>Freedom of Information Act 1982</i>			106–107
<i>Building Act 1993</i>			104
<i>Public Interest Disclosures Act 2012</i>			105
<i>Financial Management Act 1994</i>			2, 107, 123, 129, 176

# GLOSSARY

## **Academic Advising**

Program designed to connect University of Melbourne students with dedicated academic advisers to share and discuss their experiences, learning and goals and to receive guidance and support

## **Academic Ranking of World Universities (ARWU)**

Publication of the world's top 1000 colleges and universities based on specific indicators

## **Academy of Sport, Health and Education (ASHE)**

Collaboration with Rumbalara Football Netball Club to support Aboriginal and Torres Strait Islander students' transition to employment or further education in Shepparton, Victoria

## **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

## **Advanced Genomics Collaboration (TAGC) (formerly Illumina–University of Melbourne Genomics Hub)**

Based in the Melbourne Biomedical Precinct, enabling multi-disciplinary collaborations to use the power of genomics to create commercially successful biomedical projects and businesses that make healthcare more effective, efficient and affordable

## **Advancing Melbourne**

Charts the University of Melbourne's strategic direction to the year 2030

## **ARC Centres of Excellence**

Foci of expertise through which high-quality researchers maintain and develop Australia's international standing in research areas of national priority and providing significant collaboration opportunities between universities, publicly funded research organisations, research bodies, governments and businesses in Australia and overseas

## **Australian Institute of Infectious Disease (AIID)**

Initiative of the University of Melbourne, the Peter Doherty Institute for Infection and Immunity and Macfarlane Burnet Institute for Medical Research and Public Health, supported by the Victorian Government, to drive faster, more effective pandemic detection, prevention and response

## **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

## **Australian Tertiary Admission Rank (ATAR)**

Primary criterion for entry into most undergraduate university programs in Australia

## **Bacille Calmette–Guérin (BCG)**

Vaccine for tuberculosis (TB) containing weakened form of the bacteria that causes TB, particularly effective at preventing severe forms of TB including TB meningitis

## **Believe – the Campaign for the University of Melbourne**

Philanthropic program providing student scholarships, fellowships and stipends, as well as named chairs and other academic appointments

## **Breakthrough Victoria Fund**

Initiative of the Victorian Government to drive investment in translational research, innovation and commercialisation outcomes to accelerate growth in key industry sectors and to create jobs

## **Business Longitudinal Analysis Data Environment (I-BLADE)**

Statistical resource containing information on Australian businesses to provide researchers with insights on business and industry dynamics

## **Cancer Liquid Biopsy**

Project using genomic tools for detection and monitoring of circulating tumour DNA (ctDNA) in patient blood samples to enable cancer detection, surveillance and recurrence screening

## **Carlton Community Network**

Collective of service organisations, including the University and the City of Melbourne, working to improve social capital, support, and access to services for Carlton residents

## **China Study Hubs**

Study Hubs based in Shenzhen and Nanjing featuring collaborative spaces with modern facilities including lounge, informal study areas and individual and group study spaces, and offering support and advice to China-based University of Melbourne students

## **Choose to Reuse program**

Provides reusable items instead of disposable food and drink packaging to save water and waste at University of Melbourne campuses

## **Climate Active standard**

Partnership between the Australian Government and Australian businesses to drive voluntary climate action as a collective effort to measure, reduce, and offset carbon emissions to lessen negative impact on the environment

**Climate Change Conference (COP26)**

United Nations summit aimed at accelerating action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change

**COVID-19**

Ongoing worldwide pandemic of the coronavirus disease 2019 (COVID-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2)

**Cultural Commons**

Comprises 15 University of Melbourne galleries, archives, museums and individual collections

**Dilin Duwa Centre for Indigenous Business Leadership**

Meaning 'everlasting flow' in the Woi Wurrung language of the Wurundjeri people, the University of Melbourne centre committed to the pursuit of equity for First Nations people in the economic life of Australia

**Diploma in General Studies [Extended] (D-GENST)**

Delivered on the University of Melbourne's Dookie campus to provide a pathway to reduce barriers to educational entry and provide financial assistance for Aboriginal and Torres Strait Islander students in regional Victoria

**Discovery subjects**

New first-year University of Melbourne subjects delivered as part of all undergraduate degrees, based on students' chosen discipline and providing skills to support success and build a sense of cohesion and connection

**Diversity and Inclusion Strategy 2030**

Overarching framework and approach for University of Melbourne students and staff to foster an inclusive environment where diversity is celebrated

**Doctor of Philosophy (PhD)**

Highest academic degree awarded by universities in most countries

**Emu Sky**

Exhibition exploring and illuminating Indigenous perspectives related to science, innovation, plant use, land management and agricultural practice

**Environmental Management System (EMS)**

System developed to assist organisations to improve environmental performance, compliance and reputation

**Equivalent full-time student load (EFTSL)**

Components used to calculate student contribution where one EFTSL is equivalent to a full-time study load for one year, and standard undergraduate degrees amount to an annual total of 80 credit points equivalent to a standard year of full-time study (one EFTSL)

**Fishermans Bend**

New purpose-built campus for large experimental research and hands-on learning and industry co-location for the University of Melbourne faculties of Engineering and Information Technology, and Architecture, Building and Planning

**Flexible Academic Programming Project (FlexAP)**

University of Melbourne project that enhances quality of teaching and the student experience by providing choice and flexibility of study options and making effective and efficient use of University infrastructure and resources

**Foreign Arrangements Scheme (FAS)**

Scheme established by the Australian Government to ensure arrangements between state or territory governments (and their entities) and foreign entities do not adversely affect Australia's foreign relations and are not inconsistent with Australia's foreign policy

**Foreign Interference and Transparency Scheme (FITS)**

Scheme established by the Australian Government to provide public visibility of the nature, level and extent of foreign influence on Australia's government and politics

**Foreign Interference Working Group**

Subcommittee of the University of Melbourne's Research Due Diligence Advisory Group with oversight of the University's implementation of the Australian Government's University Foreign Interference Transparency (UFIT) guidelines, comprising senior University representatives from Legal and Risk, Research Innovation and Commercialisation, Information Technology, Human Resources, Chancellery International, Advancement, Chancellery Research and Enterprise and Academic Divisions

**Fulbright Scholarship Program**

Australian-American scholarship program offered across all career stages for researchers to take part in academic and cultural exchange to pursue research or study outside their own country – at a United States or Australian institution – and share on return to their home country

**Full time equivalent (EFT)**

Relates to full time equivalent for staff

**Future Drought Fund**

\$5 billion Australian Government fund to provide secure, continuous funding for drought resilience initiatives to help farmers and communities prepare for the impacts of drought

**Future of Work Lab**

Drawn from the University of Melbourne's faculties and departments of Sociology, Business and Economics, and Computer Information Systems to provide interdisciplinary understanding of the changing nature of work and to create more equitable work futures

**Future State Taskforce**

Advisory to Vice-Chancellor, Vice-Chancellor's Advisory Group and University Executive, on opportunities and risks in response to COVID-19 (short and longer term)



### **Gender Affirmation Policy**

New University of Melbourne policy to support staff and students in affirming their gender identity, affirm and support the University's commitment to building a culture that is safe, inclusive and respectful for all transgender and gender diverse members of the University community, and provide key principles and actions to support realisation of this commitment

### **Gender Equality Act 2020**

Victorian Government policy commenced on 31 March 2021 to improve workplace gender equality in the Victorian public sector, universities and local councils

### **Green Impact**

Behaviour change and engagement program encouraging staff and students to form teams and implement sustainability-based activities within University of Melbourne departments

### **Group of Eight (Go8)**

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

### **Hansen Scholarships**

Flagship scholarship program at the University of Melbourne awarded to talented undergraduate students whose financial circumstances present a challenge to accessing a first-class education, providing accommodation, an allowance, and financial and personal support

### **HASS**

Humanities, Arts and Social Sciences

### **Higher Education Research Data Collection (HERDC)**

Research income data submitted annually by universities to the Australian Government Department of Education and Training

### **Higher Education State Investment Fund**

\$350 million Victorian Higher Education State Investment Fund developed in response to the impact of the COVID-19 pandemic on Victorian universities to provide support to universities for capital works, applied research and research partnerships focused on boosting productivity and the economy

### **ID Predict**

Genomics platform established to understand varied types of disease progression of patients with COVID-19 and to help identify treatments best suited to individual patients

### **Illumina-University of Melbourne Genomics Hub (see also Advanced Genomics Collaboration)**

Subsequently renamed 'Advanced Genomics Collaboration', hub brings together researchers and industry expertise to provide critical mass of co-located research labs, genomics platforms and hospitals needed to pioneer personalised medicine

### **Indigenous Knowledge Institute**

Dedicated University of Melbourne institute to advance research and education in Indigenous knowledge systems

### **International Digital Policy Initiative**

Part of the University of Melbourne's Faculty of Arts, uses established international connections to assist governments and multi-national stakeholders in developing digital policy approaches to global digital and data communications

### **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

### **IntraNasal HEpaRin Trial (INHERIT)**

Trial allowing researchers to access and remotely treat patients within 24 hours of COVID diagnosis to speed up treatment and assess usefulness – in addition to vaccines – to protect frontline health care workers from illness

### **Macfarlane Burnet Institute for Medical Research and Public Health**

Combining medical research in the laboratory and the field of public health action to address major health issues affecting disadvantaged communities in Australia and internationally

### **Medical Research Future Fund (MRFF)**

Australian Government \$20 billion long-term investment supporting Australian health and medical research

### **Melbourne Biomedical Precinct**

Biomedical and innovation precinct, located in Parkville, connecting the University of Melbourne with major hospitals and research institutes

### **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 the fostering of innovation and integration in cancer care, research, education and training

### **Melbourne Climate Futures**

Multidisciplinary climate initiative established by the University of Melbourne to contribute to greater action on climate change

### **Melbourne Commencement Ceremonies**

Welcome for first-year University of Melbourne students as part of Orientation Weeks

### **Melbourne Connect**

Purpose-built precinct adjacent to the University of Melbourne bringing together researchers, government, industry, small-to-medium enterprises, start-ups, graduate researchers and artists across emerging technologies including robotics, computer-science, cybersecurity and privacy

### **Melbourne curriculum**

Curriculum that couples broad undergraduate studies with postgraduate specialisation

### **Melbourne Graduate Scholarship Program**

Scholarship available to international and domestic students undertaking graduate study at the University of Melbourne, providing one-off fee remissions of \$5000 or \$10,000 and 25 per cent, 50 per cent or 100 per cent fee remissions for standard course duration

### **Melbourne Interdisciplinary Research Institutes**

Suite of five University of Melbourne institutes that collaborate with industry, communities and the general public to drive research aimed at providing answers, informing policy, and solving real-world problems

### **Melbourne MicroCerts**

Program of short courses aligned with industry and workforce needs to equip students with skills and knowledge relevant to current work, and providing diverse skill sets for future application

### **Melbourne Partnerships Charter**

Charter focused on four themes aligned with City of Melbourne strategy: Aboriginal Melbourne, Melbourne's unique place and identity, climate and biodiversity emergency, and economy of the future

### **Melbourne Peer Mentor Program**

Supporting transition to university life by matching all first-year University of Melbourne undergraduate students with a peer group and later-year student mentor from the same degree to provide opportunities for social connection

### **MSD Illuminated**

Series using Melbourne School of Design building as a digital canvas to showcase design work created by University of Melbourne international students

### **Melbourne Welcome Grant**

One-off \$4000 grants awarded to University of Melbourne-enrolled international coursework and research students who have travelled to Australia to support cost of travel, quarantine, and adjustment to study and life in Melbourne

### **Melbourne Welcome Package**

Special welcome pack (in addition to the Welcome Grant (see above)) to support new and current international students arriving and returning to Australia following the reopening of Australia's borders and easing of travel restrictions, and to assist students in getting settled and connected within the University and local community

### **Munarra Centre for Regional Excellence (MCRE)**

New Indigenous-led education, leadership and cultural centre in Shepparton, Victoria (due for completion in 2023)

### **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

### **National Plan to transition Australia's National COVID-19 Response**

Plan formulated by National Cabinet to transition Australia's National COVID-19 response from pre-vaccination settings, focusing on continued suppression of community transmission, to post-vaccination settings, focused on prevention of serious illness, hospitalisation and fatality, and the public health management of other infectious diseases

### **Neo-Bionica**

First facility in Australia with bioengineering expertise and technology to create medical devices for clinical trials

### **New Colombo Plan**

Australian Government initiative aiming to advance knowledge of the Indo Pacific in Australia by supporting Australian undergraduates to study and undertake internships in the region

### **New Student Precinct**

World-class student precinct on the University of Melbourne Parkville campus including nine buildings and 37,300 square metres of new and refurbished buildings and landscape space

### **Next Generation Capstone subjects**

Subjects within a University of Melbourne student's major to establish mastery of the discipline and equip them for further study, research or the workforce

### **NorVicFoods (NVFv)**

Venture designed to strengthen agri-food innovation in the Hume region of Victoria, engaging with businesses in the region to solve issues faced by agri-food businesses in the value chain, and to build skills, create jobs and increase economic prosperity

### **Pandemic Reset Program**

University of Melbourne program, led by the Pandemic Reset Co-ordinating Group, to improve quality and efficiency of the University's shared services model, and provide better support for the core academic work of the University

### **Pandemic Response Group**

Advisory to the University of Melbourne Vice-Chancellor, the Vice-Chancellor's Advisory Group and University Executive, on operational matters arising from the COVID-19 pandemic, including health and safety, business continuity and student and staff matters

### **Pandemic Response Team**

Leads the University's COVID-19 response, informed by public health advice from state and federal governments, as well as the University's public health experts

### **Peter Doherty Institute for Infection and Immunity**

Joint venture between the University of Melbourne and the Royal Melbourne Hospital

### **Poche Centre for Indigenous Health**

Indigenous-led health research centre working to transform urban Aboriginal and Torres Strait Islander peoples' experiences of injustice and inequity in health and wellbeing

### **Privacy Management Framework**

Victorian Government framework outlining requirements for entities to comply with privacy obligations and associated commitments required within each step of the framework

### **Public Health Network**

Established by the University of Melbourne to provide advice and support for staff and students who visit an exposure site (on campus or public), are a contact of someone with COVID-19, experience symptoms, or are getting tested for COVID-19

### **Quality Indicators for Learning and Teaching (QILT) Student Experience Survey**

Suite of government-endorsed surveys for higher education across the student life cycle, from commencement to employment

### **Recharge days**

Five days' additional time off provided to University of Melbourne continuing and fixed-term staff in recognition of their commitment to maintaining connections with students, pivoting to online learning, continuing research, and keeping operations sustainable in a time of change and challenge

### **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 being for the period 2011–2013, the second from 2015–2017, and the third for the period 2018–2022 (an Elevate RAP, signalling reconciliation leadership)

### **Records Management Policy**

Policy requiring the University of Melbourne to create, capture and maintain full and accurate records of activities, including outsourced, contracted or cloud-based activities, in relation to University research, learning and teaching, engagement, administrative operations and commercial activities

### **Research Higher Degree (RHD)**

Postgraduate university degree involving unique supervised research projects, either as Masters by Research or Philosophy, or Doctoral degree (either Professional Doctorate or Doctor of Philosophy)

### **Researcher Development Unit (RDU)**

New University of Melbourne unit providing professional development activities for researchers and professional staff in writing, applying for and winning grants and tenders, customising and commercialising education, protecting intellectual property and engaging with alumni and industry

### **Resources Taskforce**

Advisory to Vice-Chancellor on response to income reduction and operational implications of Future State Taskforce recommendations (see Future State Taskforce above)

### **Respect@Melbourne Committee**

Committee overseeing the University of Melbourne's strategies to further improve culture, policies and practices towards preventing sexual assault and sexual harassment

### **Roadmap to Close the Gap for Vision**

Building on community consultation and control to deliver services and national health reforms, stressing the assessment of population-based needs, co-ordination, monitoring of performance and national accountability with regard to improving eye care for Aboriginal and Torres Strait Islander peoples

### **Safer Community Program**

Provides advice and support to students and staff of the University of Melbourne community about inappropriate, concerning or threatening behaviour

### **SAGE Athena SWAN**

Internationally recognised charter celebrating good gender equality practices in higher education and research institutions

### **Science Gallery Melbourne**

Part of the Global Science Gallery Network pioneered by Trinity College Dublin exploring the collision of art and science to shift understanding of science, art and innovation, and engaging 15–25 year olds with science

### **SecondBite**

Melbourne-based food rescue, not-for-profit organisation with whom the University of Melbourne partners, providing University volunteers to deliver free meals, fresh fruit and vegetable boxes to students in need

### **Senior Academic Enhanced Retirement Scheme (SAERS)**

Scheme giving eligible senior academic staff the opportunity to retire from the University with access to concessional tax rates equivalent to those accorded to professional staff taking redundancy

### **Sexual Misconduct Prevention and Response Policy**

Champions a 'trauma-informed' approach, outlining relevant processes for raising and addressing concerns and complaints, available support, and advice on bystander intervention

### **STEMM**

Science, Technology, Engineering, Mathematics and Medicine

### **Stop 1**

University of Melbourne on-campus and online student information and service centre on Parkville campus

### **Student Life**

Program connecting students through various clubs and societies and providing access to support services and a range of scholarships, grants and bursaries to help support University of Melbourne undergraduate students throughout their studies

### **Student Services and Amenities Fee**

Fund used to provide services and amenities for students, and to support student-focused initiatives

### **Student Volunteering program**

University of Melbourne volunteer program giving students opportunities to learn about waste education, promote sustainable habits, make friends and engage with people across the University on topics around sustainability

### **Sustainability Internship Program**

University of Melbourne internship program giving students the opportunity to implement sustainability on campus and develop sustainability-themed projects over the course of a semester or summer term

### **Sustainability Plan 2017–2020**

Developed with input from over 400 staff, students and alumni to embed sustainability more deeply across all University of Melbourne activities and model a sustainable and resilient community approach on campus, and beyond to the wider community

### **Taking the Pulse of the Nation**

University of Melbourne project undertaken through a weekly survey to understand and monitor COVID-19's effects on Australian attitudes and behaviours, tracking economic and social wellbeing during the pandemic

### **Telstra Creator Space**

Accessible fabrication lab located in Melbourne Connect giving University of Melbourne students the opportunity to use industry-grade equipment to design, build and prototype solutions

### **Times Higher Education Rankings of World Universities (THE)**

Annual publication of university rankings by Times Higher Education magazine

### **Trans-Tasman Bubble**

Refers to the opening of an exclusive travel corridor between New Zealand and Australia allowing residents to travel between the two countries for recreational purposes, without the need to quarantine

### **UNICEF Pacific Health and Nutrition Program**

Child health and nutrition program being conducted in the Pacific focused on young childhood survival and development

### **Universitas 21 (U21)**

Coalition of 27 universities sharing and nurturing international knowledge across a global network of over 1 million students and 200,000 staff

### **VaxFACTS**

University of Melbourne website featuring a series of simple videos answering commonly asked questions and busting widely-shared myths about COVID-19 vaccines

### **Vice-Chancellor's Advisory Group**

Advises University of Melbourne Executive on major strategic issues (financial and non-financial) likely to impact achievement of University strategy, capital, people, risk and reputation in relation to COVID-19 and its evolution

### **Victorian Drought Resilience Adoption and Innovation Hub**

Hub including five regional nodes coordinated by locally based, agricultural organisations to support agriculture, environment, communities and regions to adapt, better prepare and become resilient to the impacts of drought

### **Victorian Vice-Chancellor's Committee (VVCC)**

Chaired by University of Melbourne Vice-Chancellor to share timely information on the impact of COVID-19 on university operation and including state government portfolio departments of Education and Training, Health, Jobs, Precincts and Regions, Premier and Cabinet, and Treasury and Finance

### **Victoria's Roadmap to Deliver the National Plan**

Victorian Government roadmap based on expert modelling from the Burnet Institute set against COVID-19 thresholds including hospitalisation rates and vaccination targets already set out in the National Plan to transition Australia's National COVID-19 Response (see above).

### **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

### **Yoorrok Justice Commission**

First formal truth-telling process of the Victorian Government into injustices experienced by First Peoples in Victoria

### **Yothu Yindi Foundation (YYF)**

Promotes Yolngu cultural development, and creates economic opportunities for Yolngu and other Indigenous Australians that can be sustained over the long term, supported by the University of Melbourne



# INDEX

## A

Aboriginal Australians *see* Indigenous Australians  
 Abou Eissa, Elissa 54, 55  
 Academic Advising program 48, 52  
 academic freedom 112  
 academic governance 90–1  
 academic units, organisational structure 94–6  
 academy appointments 18  
 Academy of Social Sciences in Australia 18  
 Access Melbourne scheme  
   eligible applicants 23, 38  
   expansion of 46–7  
   performance tracking 41  
 achievements *see* awards and achievements  
 acknowledgements 18–20  
 Advanced Genomics Collaboration 68  
*Advancing Melbourne* strategy  
   overview 22–3  
   performance tracking 23, 38  
   privacy policy 115  
   strategic pillars 12  
 African Research and Engagement  
   in Australia initiative 62  
   air travel 111  
   alumni and supporters  
     acknowledgement of 21  
     engagement of 39  
     major donations 21  
     numbers of 9  
     volunteers from 36, 41  
 American Neurological Association Award 19  
 Anderson, Gary 13, 15  
 ARWU rankings 9  
 asbestos management 104  
 Asialink 73  
 Asset Management Accountability Framework 107  
 Athena SWAN Action plan 38  
 Atkinson-Briggs, Sharon 30  
 Atlantic Fellows for Social Equity 68  
 Audit and Risk Committee 88, 97  
 Australia India Institute 73  
 Australian Academy of Health and  
   Medical Sciences 18  
 Australian Academy of Science 18  
 Australian Academy of Technology  
   and Engineering 18  
 Australian Academy of the Humanities 18  
 Australian Awards for University  
   Teaching Program 18  
 Australian Institute of Infectious Disease,  
   establishment of 15, 63  
 Australian Research Council, grants from 61  
 Australian Research Data Commons 115  
 Australian Workplace Equality Index 68  
 Award for Excellence and Innovation in  
   Indigenous Higher Education 20  
 Award for Excellence in a Priority Area 20  
 Award for Excellence in Engagement 20  
 Award for Excellence in  
   Industry-Engaged Research 20  
 Award for Outstanding Graduate  
   Researcher Supervision 20  
 Award for Professional Excellence  
   and Innovation 20  
 awards and achievements 18–20

## B

Bachelor of Science 44–5  
 Barbara Falk Award for Teaching Excellence 20  
 Barry, Redmond 6  
 Beard, Maston 7  
 Bedoui, Sammy 68  
*Believe* campaign 21  
 Berlin University Alliance 77  
 Beyond Skin Deep project 62  
 Bines, Julie 19  
 Bio21 Molecular Science and  
   Biotechnology Institute 95  
 biodiversity mapping 108  
 Blinco, Nick 17  
 Bourne, Leah 76  
 Bowen, Kathryn 78  
 Breakthrough Victoria Fund 65  
 Briggs, Carolyn 29  
 Bronwyn Jane Adams Memorial Award 20  
 Brown, Zoe 29  
 Building Better Homes campaign  
   buildings 104–5  
*see also names of buildings*  
 Buising, Kirsty 14

Bunurong people 4  
 Bupa Foundation Emerging Health  
   Researcher Award 19  
 Buskes, Gavin 18

## C

Cahill, Helen 41  
 Cai, Desiree 16, 87  
 Campbell, Don 13  
 Cancer Liquid Biopsy 68  
 Canvas Learning Management System 49  
 carbon neutrality 104  
 Carers Recognition Act 105  
 Carlin, Nadia 16, 85, 88  
 Carlton Community Network 28  
 Cassidy, Mark 17  
 casual workforce 103  
 Centre for Cancer Research 68, 68–9  
 Centres of Research Excellence 61  
 Chancellor *see* Myers, Allan J  
 Chancellor's Prize for Excellence in the  
   PhD Thesis 19  
 Chang, Shanton 18  
 Charlesworth, Hilary 19, 65, 65  
 child safety policy 113  
 China, collaborations with 74  
 China Study Hubs 48, 56, 72, 76  
 21  
 Chinese Academy of Social Sciences 74  
 Choose to Reuse plate program 108  
 City of Melbourne, partnerships with 26, 29  
 Clarity Pharmaceuticals 64  
 climate change 78  
 Climate Conversations series 39  
 committees 82, 88–9  
 community relations 34–43  
 competition policy, compliance with 105  
 compliance framework 97–8  
 Contemplative Studies Centre 21  
 Cornelius Regan Trust Award 20  
 COVID Monitoring Group 92–3  
 COVID-19 pandemic  
   building vaccine confidence 42  
   buildings closed due to 105  
   funding changes due to 104  
   governance response 92–3  
   privacy policy during 115  
   public lecture 39  
   response to 7, 10–15  
   staff and student entitlements 11–12  
   study of vaccine uptake 41  
   support for university community 37  
   workplace monitoring 102  
 Crabb, Brendan 63  
 Craven, Ruby 110  
 critical incident management 100  
 CSIR Mk 1 7  
 CSL, partnerships with 60  
 Cultural Commons 29, 31–2  
 Cumpston, Zena 29  
 Curtis, Nigel 14  
 Cuthbertson, Andrew 85

## D

Danchin, Margie 42, 43  
 David White Award for Teaching Excellence 20  
 Defence Science and Technology Eureka Prize for  
   Outstanding Science in Safeguarding Australia 19  
 Dessau, Linda 29  
 Digital Bricks display 67  
 Dilin Duwa Centre for Indigenous  
   Business Leadership 64  
 Diploma in General Studies (Extended) 31  
 Disability Inclusion Action Plan 38–9  
 disclosures 104–7, 179–80  
 discovery *see* research  
 Discovery subjects 39, 48  
 Diversity and Inclusion Strategy 36, 38  
 Dja Dja Wurrung people 4  
 Doherty, Peter 11  
 Doherty Institute *see* Peter Doherty Institute  
   for Infection and Immunity 85  
 donations, major 21  
 Dookie Campus 31, 49  
 Dungala Kaiela Oration 30

## E

Eckersley-Maslin, Melanie 19, 65  
 education services, performance tracking 44–57

Edward Brown Award for Teaching Excellence 20  
 Elz, Robert 7  
 emergency preparedness and response 99–100  
 Employee Assistance Program 37  
*Emu Sky* 29, 32  
 energy use and emissions 109  
 Enterprise Agreement 103  
 Environmental Management System 111  
 environmental performance 108–11  
 ethical and responsible decision making 112–14  
 Eureka Prize for Infectious Diseases Research 19  
 Ewen, Shaun 17  
 faculties *see* academic units  
 Faculty of Architecture, Building and Planning 70–1  
 family violence, alcohol and 62  
 Fazakerley, John 17  
 fellowships 18–19, 62, 65, 68  
*see also* awards and achievements  
 Finance Committee 88  
 financial statements 118–74  
 Fishermans Bend precinct, development of 29  
 five-year financial summary 121–3  
 flammable cladding removal 104  
 Flexible Academic Programming initiative 48  
*Folio Live* 47  
 foreign interference and influence policy 113  
 freedom of information issues 106–7  
 freedom of speech policy 112  
 Fulbright Scholars 19, 75  
 Future of Work Lab 66  
 Future State Taskforce 93

## G

Garma Institute Plan 29  
 GEM Scott Teaching Fellowship 19  
 Gender Affirmation Policy 36, 38  
 gender equality 114  
 Genomics Hub  
   *see* Advanced Genomics Collaboration  
 Gerry Barretto Awards for Outstanding  
   Student Services 20  
 Gibbs, Lisa 41  
 Gift Committee 89  
 global partnerships *see* international  
   collaborations 56, 57  
 glossary 181–6  
 Glyn Davis Building 76  
 goals, *Advancing Melbourne* strategy 23  
 Goel, Shom 19, 65  
 Goulbourne, Russell 17  
 Goulburn Valley campus 102  
   Equine Hospital 100  
   Indigenous students at 7  
   regional engagement 60  
   research initiatives 29, 31–2  
 Gover, Kirsty 14  
 governance 85  
   information governance 114–15  
 Governance and Nominations Committee 89  
 government *see* Victorian government  
 Greater Shepparton Teaching Academy  
   of Professional Practice 31  
 Green Gown Awards Australasia 108, 110  
 Green Impact toolkit 108–9, 109  
 Grimmond, Sean 68, 69  
 Guérin, Julia Margaret (Bella) 6  
 Guillemin, Marilys 16, 87  
 Gunn, Jane 16, 17

## H

HaiR-3Rs 62  
 Halpenny, Bronwyn 13  
 Hanney, Justin 28  
 Hansen, Jane 16, 54, 84, 89  
 Hansen Scholars 54  
 health and safety management 98–102  
 Heinze, Bernard 6  
 Hergt, Janet 85  
 Hiscock, Rose 78  
 Horvath, Anita 74  
 Hosking, Martin and Loreto 21  
 Human Resources and Remuneration  
   Committee 89

## I

Ian Potter Museum 32  
 ID Predict platform 68  
 India, international collaborations 74, 77  
 India-Australia: Our Shared Future forum 74  
 Indigenous Australians  
   as traditional owners 4, 27  
   Award for Excellence and Innovation in  
     Indigenous Higher Education 20  
   awards for 19  
   campus initiatives 31  
   Dilin Duwa Centre for Indigenous  
     Business Leadership 64  
   eye care for 62  
   flag of 27  
   Indigenous Business Snapshot  
     *Indigenous History of the University  
       of Melbourne* 27  
   Indigenous Knowledge Network 77  
   numbers of staff 41  
   oration events 30  
   Reconciliation Action Plan 7  
 Indonesia  
   COVID cases in 15  
   international collaborations 74  
   information governance 114–15  
   injury management 100  
   Institutional Underpinnings Program 115  
   international awards 19  
   international collaborations 70–9  
   International Court of Justice 19  
   International Education Association  
     of Australia Excellence Award 18  
   international research initiatives 68  
   international students  
     China-based 10  
     exchange agreements 76  
     numbers of 9  
     offshore counselling service 46  
     statistics by year 80  
   internet, first Australian connection 7  
   IntraNasal HepaRin Trial 15  
   Investment Management Committee 88

Japan, international collaborations 75  
 Jenkins, Misty 30  
 Jiang, Zhuojun (Jasmine) 56, 57  
 Kaiela Institute 31  
 Kapobassiss, Katerina 123, 174  
 Kapoor, Saanjana 76  
 Karoly, Pip 19, 65  
 Kathleen Fitzpatrick Australian  
   Laureate Fellowships 62  
 Kennedy, Gregor 16, 17  
 Kenyon, Andrew 16, 16, 17, 85  
 Kofman, Paul 17  
 La Trobe University, partnerships with 26, 31  
 Laidlaw, Zoë 64  
 Langton, Marcia 62  
 leadership development programs 40  
 Leahy, Carla Pascoe 64  
 Learning Experience and Outreach programs 31  
 Leibler, Mark 16, 86  
 Leighton, Alison 28  
 Lepua, Mikaylah 76  
 Letts, Martine 73  
 Lewin, Sharon 11, 63  
 Li, Kandi 74  
 Lighting the Wilin ceremony 29  
 Little, Adrian 75, 77  
 Little, Paul 54  
 local labour sourcing 106  
 L'Oreal-UNESCO For Women in  
   Science Award 19, 65  
 Lugton, Mary 21

## J

Japan, international collaborations 75  
 Jenkins, Misty 30  
 Jiang, Zhuojun (Jasmine) 56, 57

## K

Kaiela Institute 31  
 Kapobassiss, Katerina 123, 174  
 Kapoor, Saanjana 76  
 Karoly, Pip 19, 65  
 Kathleen Fitzpatrick Australian  
   Laureate Fellowships 62  
 Kennedy, Gregor 16, 17  
 Kenyon, Andrew 16, 16, 17, 85  
 Kofman, Paul 17

## L

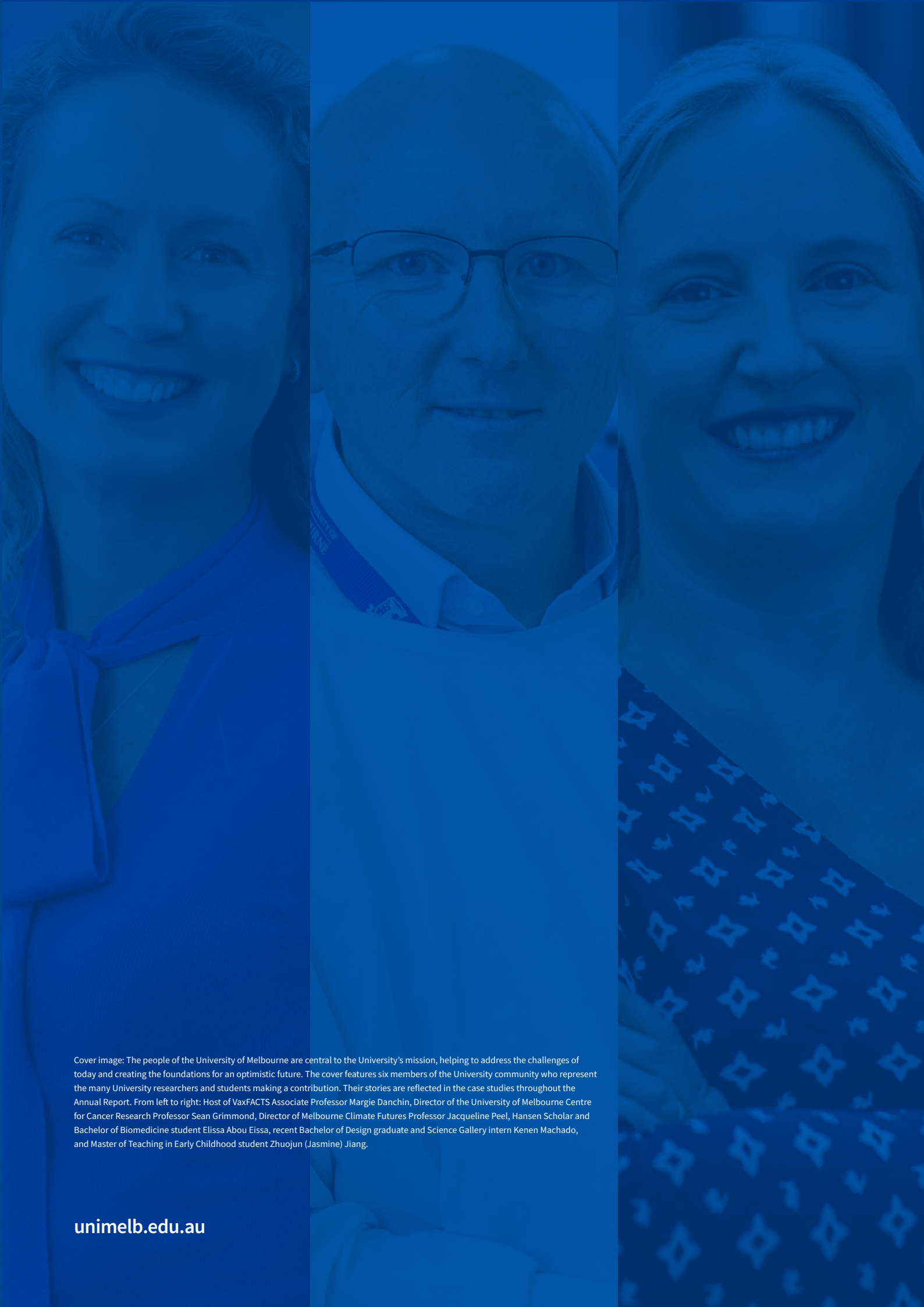
La Trobe University, partnerships with 26, 31  
 Laidlaw, Zoë 64  
 Langton, Marcia 62  
 leadership development programs 40  
 Leahy, Carla Pascoe 64  
 Learning Experience and Outreach programs 31  
 Leibler, Mark 16, 86  
 Leighton, Alison 28  
 Lepua, Mikaylah 76  
 Letts, Martine 73  
 Lewin, Sharon 11, 63  
 Li, Kandi 74  
 Lighting the Wilin ceremony 29  
 Little, Adrian 75, 77  
 Little, Paul 54  
 local labour sourcing 106  
 L'Oreal-UNESCO For Women in  
   Science Award 19, 65  
 Lugton, Mary 21

## M

Macfarlane Burnet Institute for Medical Research  
   and Public Health 15  
 Machado, Kenen 32, 33  
 MacNeill, Kate 74  
 Marles Medal in Humanities and Social Sciences 19  
 Marles Medal in Science, Technology, Engineering,







Cover image: The people of the University of Melbourne are central to the University's mission, helping to address the challenges of today and creating the foundations for an optimistic future. The cover features six members of the University community who represent the many University researchers and students making a contribution. Their stories are reflected in the case studies throughout the Annual Report. From left to right: Host of VaxFACTS Associate Professor Margie Danchin, Director of the University of Melbourne Centre for Cancer Research Professor Sean Grimmond, Director of Melbourne Climate Futures Professor Jacqueline Peel, Hansen Scholar and Bachelor of Biomedicine student Elissa Abou Eissa, recent Bachelor of Design graduate and Science Gallery intern Kenen Machado, and Master of Teaching in Early Childhood student Zhuojun (Jasmine) Jiang.