

Making a difference



A REPORT ON
UNIVERSITY
ACTIVITIES AND
RENEWAL IN 2012

ANNUAL REPORT - PART A

Contents

MESSAGE FROM THE CHANCELLOR	3	INTERNATIONALISATION	25
MESSAGE FROM THE VICE-CHANCELLOR	4	Student enrolment	25
THE BIG PICTURE	5	An international curriculum	26
Our unique character and purpose	5	Student mobility	26
Future Ready	6	Making the World your campus	27
OUR ORGANISATION	8	Excellence in Asian studies recognised	27
Our senior officers	9	The Centre for China Studies and the Confucius Institute	27
Our executive deans	11	Our international student exchange partners	28
Our university council	13	The Internationalisation Plan 2010 – 2013	29
Our academic board	14	OUR COMMUNITY	30
Our planning and resources committee	15	An outstanding campus experience	30
OUR STUDENTS: FUTURE READY	17	Leading public debate	30
Our students	17	The Ideas and Society program	30
Students develop campus map app	17	A leading destination for sports-related study	31
Our scholarships	18	Engaging with our communities	31
The La Trobe Award – making volunteering count	18	Becoming a sustainable university	32
LEARNING AND TEACHING	20	Our sustainability principles	32
Hallmark Program	20	Our staff	34
La Trobe Essentials	20	Inspiring affection	34
La Trobe Enrichment Programs	20	Our alumni	35
Design for Learning	20	Our donors	36
Radical Learning Project	20	Inaugural Annual Giving Appeal	36
Great La Trobe teaching – reaching the world	20	A generous gift from a grandmother and family touched by autism	36
RESEARCH WITH FOCUS AND PURPOSE	21	OUR CAMPUSES	37
2012 Excellence in Research for Australia (ERA) results	21	Melbourne – and the classical university ideal	37
Specific research projects in 2012	22	Bendigo	38
Giving research new focus in the years ahead	24		

Images on cover

Large photo – La Trobe Institute for Molecular Science (LIMS), Melbourne Campus.
Small photo – Students in David Myers garden.

Albury-Wodonga	38	New curriculum	46
Mildura	39	Human Movement and Sports Science	46
Shepparton	40	Dentistry and Oral Health	46
Franklin Street, Melbourne	40	Faculty of Humanities and Social Sciences	47
Collins Street, Melbourne	40	A 'new BA'	47
OUR FACULTIES	41	A 'global BA'	47
Faculty of Business, Economics and Law	41	A 'work-ready BA'	47
A new home for our Business School and a new MBA	41	Unique La Trobe niche degrees	48
What makes a leader effective?	41	Bachelor of Journalism (Sport)	48
Business and economics courses with a difference	42	Humanities research	49
Twenty years of Law	42	Protein (not an X) marks the spot	49
Faculty of Education	43	Faculty of Science, Technology and Engineering	50
More effective maths and science teaching	43	La Trobe Institute for Molecular Science (LIMS)	51
Research in a real school environment	43	The Centre for AgriBioscience	52
Educating specialist teachers	44	Freshwater ecology	53
Flexibly delivering new qualifications	44	Centre for Technology Infusion	53
Creating a new early childhood education workforce	44	OUR FINANCES AND ADMINISTRATION	54
Increasing the supply of trainers of trades	44	Our finances	54
Attracting high achievers to teaching	44	Our ICT – enabling the University to thrive	54
Leading the field in outdoor and environmental education	44	Interesting ICT facts and figures for 2012	54
Faculty of Health Sciences	45	Our residential services	55
New Rural Health School	45	Our infrastructure	55
The Hume Clinical Simulation Learning Centre	46	Key statistics	56

Note: Finance Report, including audited financial statements and Report of Operations is contained within the Governance and Financial Reporting Publication of the Annual Report (Part B).



Simpson Lawn, Melbourne Campus

Message from the Chancellor



Adrienne E Clarke AC, Chancellor

2012 has been a year of change, renewal and planning at La Trobe University under the leadership of Professor John Dewar, who took up his appointment as Vice-Chancellor in January.

It was timely, with a new Vice-Chancellor in place, to review the performance and positioning of the University in some detail. This review provided the background for development of the future direction at a time of great change in the tertiary education sector in Australia and indeed globally.

During the year, the Council was actively engaged with Professor Dewar and his team, in developing the strategic plan. We held two weekend 'retreats' and had many informal discussions. We are confident that the new plan – Future Ready – sets out a bold vision for the University that aims to return La Trobe to its radical beginnings, but reinterpreted in a modern context.

In positioning the University to implement this plan and the ambitions it articulates, Council has worked with the Vice-Chancellor to make three new senior appointments:

- Professor Keith Nugent,
Deputy Vice-Chancellor (Research)
- Ms Natalie MacDonald,
Vice President (Administration)
- Professor Jane Long,
Deputy Vice-Chancellor (Academic).

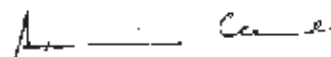
The new team will be in place by the start of 2013.

One of my interesting roles is to Chair the Committee which receives and assesses nominations for the prestigious Alumni Awards. Nominations of La Trobe alumni who have demonstrated significant personal, community or professional achievements can be made by anyone, so the award really is, in the first instance, a community recognition of achievement.

Each year the committee selects up to six of the truly outstanding nominees. This year the awards were made to Mr Bill Kelty AC, Mr Terry Moran AC, Ms Elizabeth M Proust AO, Mr James Thomas, Dr Don Watson, Mr Garry Weaven and Dr Hala Raghib (Young Achiever Award). This is a list of truly extraordinary people mainly from the early formative days of La Trobe, who have contributed to the nation in ways they could not have dreamt possible as students. La Trobe is proud of them and the part it played in their development. La Trobe continues to give students opportunities to expand their horizons, to make lifelong friends and to learn how to learn – one of the most important skills for living in this era of rapid change.

This year, the Council farewelled and thanked Mr Graeme McMahon, who has served as a member of Council and a member of both the Finance and the Audit and Risk Management Sub Committees (1998–2004 and 2007–2012). His long service in these roles, his experience and the judgement that he brought to the work of the Council will be missed.

We are, however, fortunate to have made an outstanding appointment to fill this place in Mr Peter McDonald who brings expertise in finance, accounting and strategy to the Council.



Adrienne E Clarke AC
Chancellor

Message from the Vice-Chancellor



Professor John Dewar, Vice-Chancellor

In my first year as Vice-Chancellor, it has been wonderful to be a member of a vibrant University community and to have drawn inspiration from the genius and sheer hard work of so many La Trobe students, academic staff and administrators.

Two priorities for the year were to refresh the University's strategy, which involved extensive consultation and staff involvement, and to renew the senior leadership team.

Refreshing the University's strategic vision has come at a turbulent time for all Australian universities, resulting from changes in the funding and policy environment for tertiary education. The uncapped demand-driven system has introduced greater competition in the sector, alongside increased transparency of performance in teaching and research. La Trobe has fared extremely well in this new environment, but will need to continue to act decisively if it is to improve its position in the sector, in line with our strategic ambition to be one of the top three in Victoria and the top 12 nationally.

We have made excellent progress with our major building projects, with the AgriBio Centre for AgriBioscience completed during the year, the La Trobe Institute for Molecular Sciences well advanced at Melbourne, and the La Trobe Rural Health Sciences buildings completed at Bendigo. Together with an outstanding performance in ERA 2012, which placed La Trobe a clear third in Victoria based on performance in four digit fields of research, the future for research at La Trobe looks very bright indeed.

An organisational restructure within the Faculty of Humanities and Social Sciences has been difficult but has been necessary to position the Faculty for a sustainable future. The Humanities and Social Sciences have been central to La Trobe University's mission in research and teaching since the foundation of the University. This will continue.

La Trobe continues to take our commitment to expanding access and participation seriously. We have enlarged the Tertiary Enabling Program (TEP) at our regional campuses, and our partnerships with schools in Melbourne's north, such as those with William Ruthven Secondary and Charles La Trobe colleges. We have continued to deepen relationships with schools in our catchment areas so that we can continue to attract top quality students to La Trobe in the years to come. This effort has been complemented by a new scholarship program that significantly improves the value of scholarships we offer to high achievers and to disadvantaged students.

Most importantly of all, La Trobe continued to do what it does best – make a difference to its region and the world by engaging in research into the big issues facing the globe, producing graduates who are taking up leading roles in the community, and leading debates that help our society examine how we are living today.

For these reasons, I am looking forward to 2013 as a year of continuing progress for La Trobe.

A handwritten signature in black ink, which appears to read 'John Dewar'. The signature is fluid and cursive, written on a white background.

Professor John Dewar
Vice-Chancellor

The big picture



Peribolos Gardens, Melbourne Campus

The purpose of La Trobe University is:

“to serve the community of Victoria for the purposes of higher education, for the education, economic, social and cultural benefit of Victorians and for wider Australian and International communities... providing access to quality higher education to those from disadvantaged communities.”

La Trobe University Act, 2009

OUR UNIQUE CHARACTER AND PURPOSE

Great universities have a purpose and a character that sets them apart from the rest.

At La Trobe, our purpose was set by our founders: to be the university for the northern suburbs of Melbourne and regional Victoria, to take higher education to disadvantaged communities which had until then been denied it, provide world-class teaching and research, and to excel in a number of selected academic disciplines.

Unsurprisingly, given the radical era of our establishment, we developed a reputation as a place that stood at an oblique angle to society. Our early staff and students established our character as an outspoken and outwardly-focused institution. Our early alumni have played leading roles in the economic and social transformation of Australia over the last four decades.

Times have changed in the 45 years since we admitted our first intake of just 552 students in 1967. We were just Victoria's third university – now we are one of eight.

The northern suburbs of Melbourne, once overwhelmingly working-class, are transforming and growing rapidly. La Trobe itself has extended its geographical reach, with campuses in the Melbourne CBD, Bendigo, Albury-Wodonga, Mildura and Shepparton. New academic disciplines have emerged. Technology, internationalisation and market forces have combined to alter the way we source, teach and relate to our students and staff. Our history equips us with the appropriate formula for success in such an environment. Our geography, ethos and academic strengths can be the starting points for an even livelier and stronger La Trobe that retains its relevance and remains true to its ideals.

FUTURE READY

In 2012, La Trobe embarked on a refresh of the University's strategic direction. *Future Ready: Strategic Plan 2013–2017* has as its overarching goal that La Trobe will be a university known for its excellence and innovation in relation to the big issues of our time, and for the enthusiasm to make a difference. By 2017, La Trobe will be one of the top three universities in Victoria, one of the top dozen nationally and one of the top 300 in the world.

"I love seeing interesting places; places about which you say 'I never thought that place would exist'; meeting the people there; finding out what they do; creating genuine friendships with people from totally different cultures; and in doing so you find out how similar we are; everyone wants the same kind of thing; we are the same kind of people."

Chris Kelly

A mature-age student studying Urban, Rural and Environmental Planning at La Trobe's Bendigo Campus, and a participant in La Trobe's study abroad programs

Provide a memorable educational experience in the best traditions of the world's great campus universities



...intellectual, moral and practical leadership for the communities we serve...



"You can build a school in Thailand for \$60,000 and that's my goal... And one day, I would really love to teach in a disadvantaged school in Australia as well, because I think people underestimate how many disadvantaged kids there are in Australia. When I finish this degree, I think I will be able to make a difference because I will have the tools and knowledge to help disadvantaged youth."

Roxanne Betts

First year of the Bachelor of Outreach and Community Education
La Trobe's Melbourne Campus

"When I graduate in prosthetics and orthotics and I have all the skills I need, then I'd love to travel with my work, and go to developing countries to give back to people less fortunate and help them..."

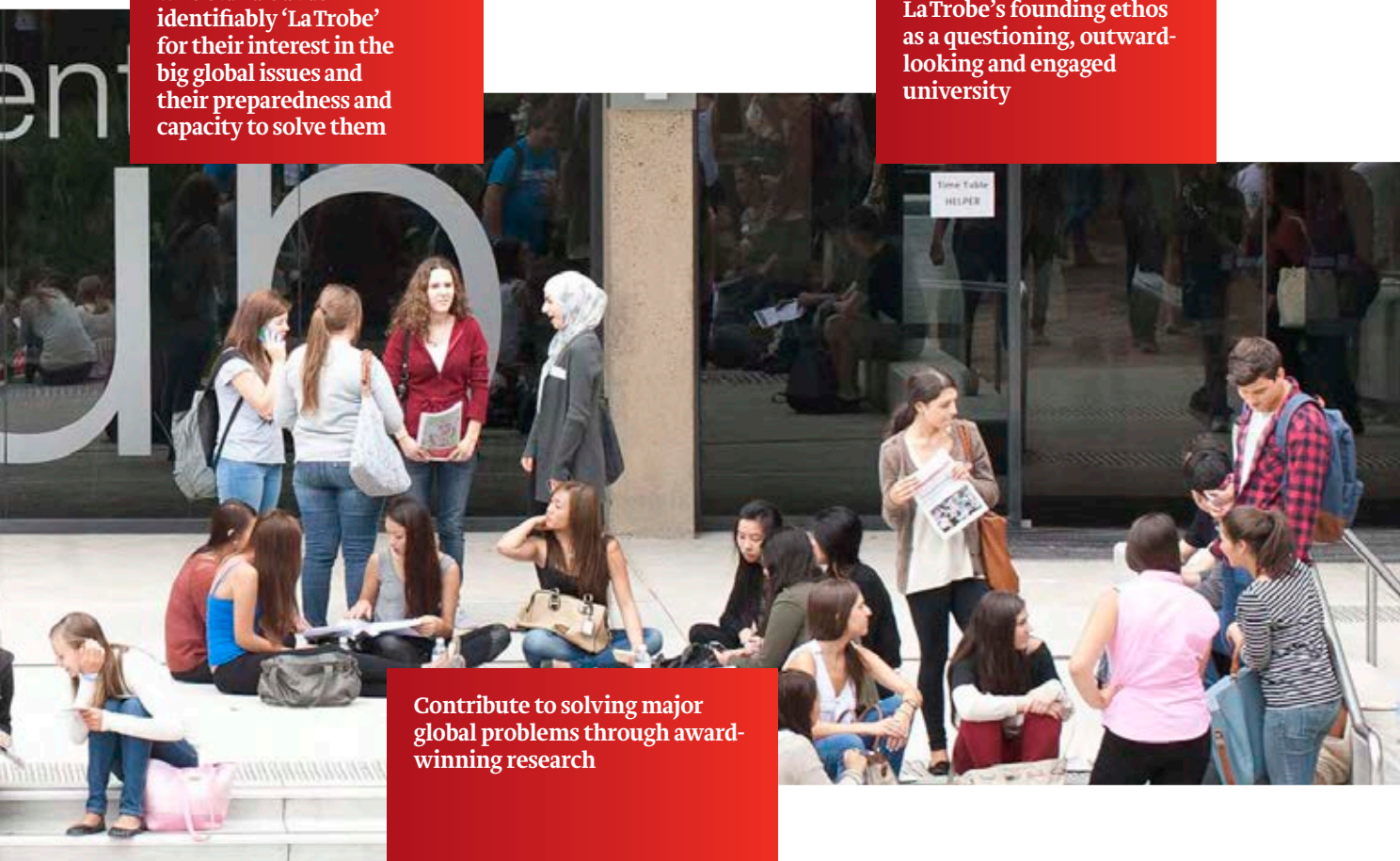
Amy-Beth Seeley (third year student)
Bachelor of Health Sciences and Master of Clinical Prosthetics and Orthotics LaTrobe's Melbourne Campus

Produce students who stand out as identifiably 'LaTrobe' for their interest in the big global issues and their preparedness and capacity to solve them

"Be idealistic, take risks, experiment, explore; don't be afraid to do whatever you are passionate about, because the only way you are going to figure it out is by doing that; and don't let anyone tell you what you can't do..."

Kon Karapanagiotidis OAM
Alumnus of the LaTrobe Law School and founder of the Asylum Seeker Resource Centre

Our inspiration is LaTrobe's founding ethos as a questioning, outward-looking and engaged university



Contribute to solving major global problems through award-winning research

"I would like to bring knowledge alive. I would really like the knowledge that has been created, published and disseminated – all the different ways of looking at the world – to come alive into the student world and be turned into something that can make people better. Not superficially happier but to make people's lives more meaningful. And I think the way to do that in our age is through technology."

Dr David Hoxley
LaTrobe academic, first year coordinator in the Department of Physics and researcher into chemotherapy drugs

Our organisation

SENIOR MANAGEMENT CHART



ADRIENNE E CLARKE AC
Chancellor

LA TROBE UNIVERSITY COUNCIL



PROFESSOR JOHN DEWAR
Vice-Chancellor



PROFESSOR JOHN ROSENBERG

Senior Deputy Vice-Chancellor and Vice-President

- student load planning and management
- marketing, communication and engagement
- international student recruitment
- domestic student recruitment
- educational partnerships and student pathways
- market research and analysis
- postgraduate program leadership



PROFESSOR JANE LONG

Deputy Vice-Chancellor and Vice-President: Academic

- (from Dec 2012)
- reform and renewal
 - university library
 - academic staffing
 - educational quality
 - curriculum, teaching and learning centre
 - equity and participation



PROFESSOR TIM BROWN

Deputy Vice-Chancellor and Vice-President: Research

- research partnerships and commercialisation
- research development and services
- graduate research
- research education and development
- e-research
- human ethics
- research centres and institutes



MS NATALIE MACDONALD

Vice-President: Administration

- ICT
- systems and process improvement
- student services and administration
- risk and safety
- people and culture
- infrastructure and operations
- business planning and reporting
- legal and governance



MR PRANAY LODHIYA

Vice-President: Finance / Chief Financial Officer

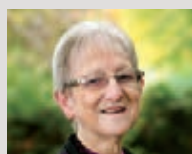
- financial operations
- budgeting and reporting
- finance and faculty operations
- financing



MR DAVID ENSOR

Chief of Staff: External Relations

- strategy and projects
- alumni and advancement
- government relations
- strategic partnerships
- sustainability



PROFESSOR LORRAINE LING

Executive Dean: Education



PROFESSOR KAREN DODD

Executive Dean: Health Sciences



PROFESSOR TIMOTHY MURRAY

Executive Dean: Humanities and Social Sciences



PROFESSOR LEIGH DRAKE

Executive Dean: Faculty of Business, Economics and Law



PROFESSOR BRIAN MCGAW

Executive Dean: Faculty of Science, Technology and Engineering

OUR SENIOR OFFICERS



PROFILE

Professor John Dewar

Vice-Chancellor and President
BCL, MA Oxon, PhD Griffith

Professor John Dewar is the Vice-Chancellor and President of La Trobe University. He is responsible for working with Council to set the strategic agenda and direction for the University and for the management of the University.

Professor Dewar came to Australia 16 years ago from the University of Oxford and held senior positions at Griffith University and the University of Melbourne before taking up the position of Vice-Chancellor of La Trobe in January 2012.

Professor Dewar is an internationally-known family law specialist and researcher. He is a graduate of the University of Oxford, where he was also a Fellow of Hertford College. He has taught at the Universities of Lancaster and Warwick, and worked for the London law firms Allen & Overy and Farrer & Co.

Professor Dewar is a director of Education Australia Pty Ltd, a member of the Advisory Council and a member of the International Editorial Board of 21st Century Society. In June 2012, he was elected as an Honorary Fellow of Hertford College, Oxford.



PROFILE

Professor John Rosenberg

Senior Deputy Vice-Chancellor
BSc (Hons) (Computer Science), PhD (Computer Science) Monash, FTSE, FACS, FAICD

Professor John Rosenberg is responsible for La Trobe's internationalisation strategy, including marketing communications, educational partnerships and student load planning.

Professor Rosenberg is a distinguished academic, and is active in significant government working parties and committees. One of his major areas of expertise is information technology, both in terms of infrastructure and in its use in the delivery of educational programs. Previously, Professor Rosenberg was Deputy Vice-Chancellor at Deakin University and before that Dean of the Faculty of Information Technology at Monash University. He has held appointments at the University of Newcastle, the University of Sydney and the University of St Andrews, Scotland.

Professor Rosenberg is a Fellow of the Academy for Technological Sciences and Engineering, the Australian Institute of Company Directors and the Australian Computer Society.



PROFILE

Professor Jane Long

Deputy Vice-Chancellor (Academic) (part of year)
BA, MA, PhD Western Australia, FRHistS

Professor Jane Long was appointed as Deputy Vice-Chancellor (Academic), commencing on 3 December 2012. She came to La Trobe from the University of Western Australia where she was Pro Vice-Chancellor (Education) and Winthrop Professor of History.

Professor Long's academic work covers late nineteenth-century British history, specialising in the history of poverty and of gender relations, and British and modern European history.

She was a shortlisted national finalist in the Australian Awards for University teaching in the category Arts and Humanities (2004) and was the recipient of a national Carrick citation for her contribution to student learning (2006).

Professor Long was elected a Fellow of the Royal Historical Society (UK) in 1999. She is a member of the Association of Internet Researchers (AoIR), the Australian Institute of Company Directors (MAICD) and the International Federation for Research in Women's History (IFRWH).

OUR SENIOR OFFICERS



PROFILE

Professor Tim Brown

Deputy Vice-Chancellor (Research)
BSc (Hons) Monash, PhD Cambridge

Professor Tim Brown is responsible for La Trobe's research and research training strategy.

Professor Brown is recognised as one of Australia's top probabilists and he also has an extensive record in consulting and applied statistical research over a wide variety of areas of science and management with clients from private industry, government and the university sector. A major interest of Professor Brown's has been in education, tertiary selection and the effects on society. The latter has led to major changes in the Victorian Certificate of Education, in the reporting of results in schools and in tertiary selection in Victoria and Australia.

Prior to commencing at La Trobe in 2007, Professor Brown was Dean of the College of Science at the Australian National University and Head of the Department of Mathematics and Statistics at the University of Melbourne.

Professor Brown is a board member of the Joint Venture Board of 'AgriBio'.



PROFILE

Ms Natalie MacDonald

Vice-President (Administration) (part of year)
BA, MBA, MComm Queensland, GAICD

Ms Natalie MacDonald commenced in the role of Vice-President (Administration) in late September and comes to La Trobe from her previous role as the Director-General of the Queensland Government's Department of Housing and Public Works.

The Vice-President (Administration) has responsibilities for ICT, systems and process improvement; student services and administration; risk and safety; people and culture; infrastructure and operations; business planning and reporting; and legal and governance.

Ms MacDonald has extensive experience in leading the delivery of corporate services, information services, building and design, accommodation, maintenance, facilities management and procurement services and the delivery of government services across wide geographical areas. She has served on a number of Commonwealth and State bodies and not-for-profit, superannuation and research boards.



PROFILE

Mr Pranay Lodhiya

Vice-President (Finance) and Chief Financial Officer
BCom Auckland, MBA Massey, CA(NZ), CPA, GAICD

Mr Pranay Lodhiya is responsible for the strategic oversight of the University's finances.

An experienced practitioner when it comes to leading change, Mr Lodhiya led the University restructure of Administrative Services between 2008 and 2011. Mr Lodhiya has also been responsible for the transformation of financial management, budgeting and reporting at the University since starting in September 2008. He has led the focus on La Trobe achieving a long-term financially sustainable position to provide the University with the capability to reinvest in research and teaching infrastructure.

Mr Lodhiya has worked in the higher education sector in senior financial positions for eleven years. Prior to joining La Trobe, he was Director of Finance at Victoria University and before that he was Deputy Director of Financial Operations at the University of Melbourne.

OUR EXECUTIVE DEANS



PROFILE

Mr David Ensor

**Chief of Staff (External Relations),
Office of the Vice-Chancellor**
BSc, HDipEdAd, MEd Witwatersrand

Mr David Ensor is responsible for strategic planning; strategic partnerships; major government grants; alumni; philanthropy, government relations; service businesses and residential services.

In 2012, he led a capital development program of more than \$550m with an additional \$100m planned.

Mr Ensor has held senior roles at La Trobe as Project Director of the \$288m 'Agribio' research project. At the Bendigo Campus he was involved in establishing the Centre for Sustainable Regional Communities.

In South Africa, Mr Ensor was National Director of an adult education NGO, and Deputy National Director of the European Union Parliamentary Support Program.



PROFILE

Professor Lorraine Ling

Executive Dean, Faculty of Education
BA(Ed), B.Ed, M.Ed, PhD Deakin, TPTC Frankston

Lorraine Ling is Professor and Executive Dean of the Faculty of Education. She is involved with international research and publication regarding education policy, educational leadership and management and the changing nature of academic work. She has also published in the area of values in education and the professional development of teachers and academics. Her most recent publications have focused on the impact of times of economic constraint on teacher education across the world.

Lorraine had many years experience as both a primary and secondary school teacher in both metropolitan and rural areas prior to joining La Trobe University in 1985.



PROFILE

Professor Karen Dodd

Executive Dean, Faculty of Health Sciences
BAppSc(Physio) Lincoln, MBA, PhD La Trobe

Professor Karen Dodd has been an academic for more than 20 years and her clinical work has been predominately in community-based paediatric physiotherapy.

The focus of Professor Dodd's research is on the effects of community-based exercise programs for people with chronic disabilities, particularly for people with cerebral palsy and other neurological disabilities.

In 2012, Professor Dodd was appointed Executive Dean of the Faculty of Health Sciences.

Professor Dodd's award-winning research has been recognised by the annual Victorian Sport and Recreation Applied Research in Sport and Recreation Science Award and the Fred P. Sage Award at the American Academy for Cerebral Palsy and Developmental Medicine.



PROFILE

Professor Timothy Murray

Executive Dean, Charles La Trobe Professor of Archaeology, Faculty of Humanities and Social Sciences, School of Historical and European Studies

BA(Double-Hons), PhD Sydney

Professor Timothy Murray became Executive Dean of the Faculty of Humanities and Social Sciences in 2009 and in 2010 was made Charles La Trobe Professor of Archaeology. He joined La Trobe in 1986. Prior to this he taught at the University of New South Wales and the University of Sydney. Since his appointment he has also taught at Cambridge University, the University of Leiden (The Netherlands), the Université de Paris 1 (Panthéon-Sorbonne), and the Ecole des Hautes études en Sciences Sociales (Paris), the University of Gothenburg (Sweden), and the Institute of Archaeology, University College London. His major fields of research are the archaeology of the modern world, theoretical archaeology and the history of archaeology.

Professor Murray is a Fellow of the Society of Antiquaries of London and Fellow of Humanities in Australia. He is editor of *The Bulletin of the History of Archaeology*.



PROFILE

Professor Leigh Drake

Executive Dean, Faculty of Business, Economics and Law, Professor of Financial Economics

BA, MA Essex

Professor Leigh Drake is a Professor of Financial Economics and has published widely in leading Economics, Banking and Finance journals. In 2002 he was ranked as one of the Top 1,000 Economists globally (one of less than 90 in the UK at the time) in a study by the European Economics Association. Professor Drake has considerable financial sector consulting experience and has consulted to the UK Treasury and Home Office and to the World Bank.

Prior to joining La Trobe University in 2010, Professor Drake was the Dean of Nottingham University Business School (NUBS).

In 2012, Professor Drake has overseen a major restructuring and repositioning of the Faculty of Business, Economics and Law (previously the Faculty of Law and Management), the creation of the new La Trobe Business School and a new MBA program. The 2012 ERA results have confirmed that the research of the Faculty is now world standard across each of the three main discipline areas of Business, Economics and Law.



PROFILE

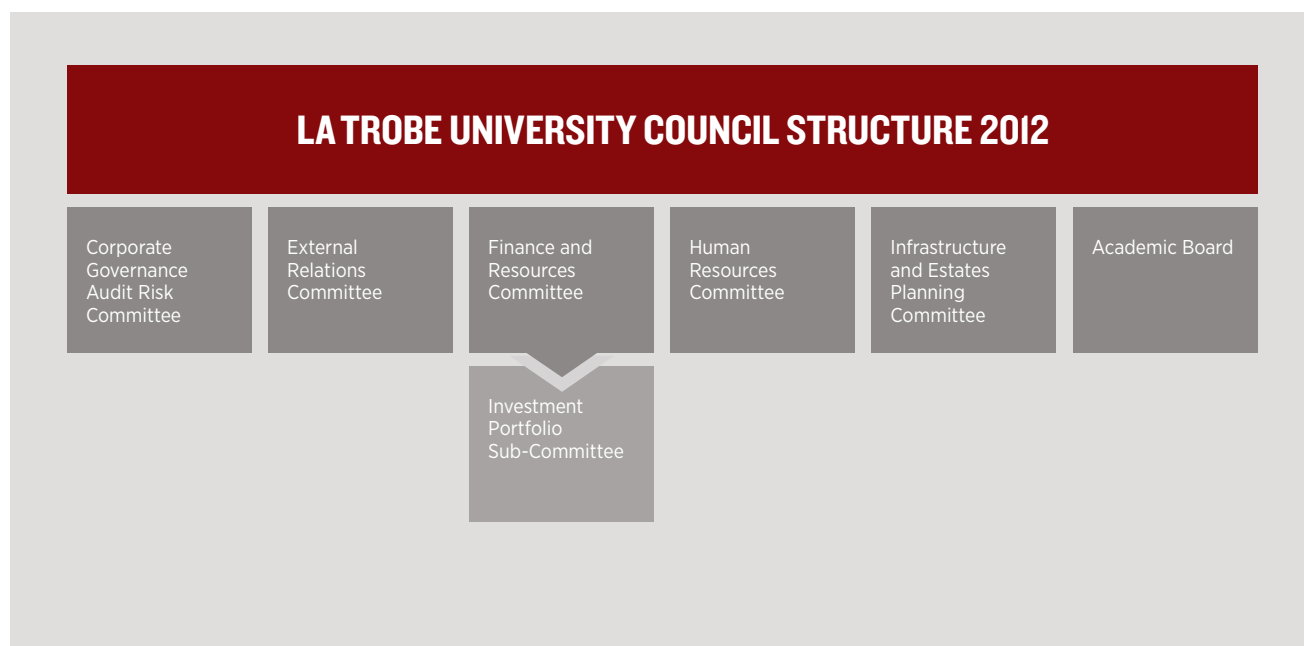
Professor Brian McGaw

Executive Dean, Faculty of Science, Technology and Engineering

BSc(Hons), PhD Leicester, CChem, FRSC, CSci, FHEA

Professor McGaw is a Fellow of the Royal Society of Chemistry and a Chartered Chemist. He became Executive Dean of the Faculty of Science, Technology and Engineering in 2009 after a distinguished record as Dean of Science and Technology at Deakin University and Dean of Health and Life Sciences at Lincoln University in the United Kingdom. Professor McGaw received his PhD from the School of Pharmacy, Leicester Polytechnic, 1978.

Professor McGaw's research has involved the application of his expertise in analytical chemistry to a broad range of areas including the biosynthesis of secondary plant metabolites, food and agriculture and groundwater quality and monitoring. His extensive publication record includes over 140 publications in books, refereed journals, conference proceedings and government- and industry-funded reports.



OUR UNIVERSITY COUNCIL

The principal governing body of the University is the Council.

The Council is composed of:

- the Chancellor
- the Vice-Chancellor
- the Chair of the Academic Board
- three persons elected by and from the staff of the University
- two persons elected by and from the enrolled students of the University
- six persons appointed by the Governor in Council
- one person appointed by the Minister administering the Act
- six other persons appointed by the Council.

The Vice-Chancellor is the Chief Executive Officer of the University (section 26 of the Act), and is responsible to Council for the discharge of his or her powers, functions and duties.

Under section 8 of the Act, the Council has the entire direction and superintendence of the University.

Some of the Council's more important responsibilities and functions under the Act include:

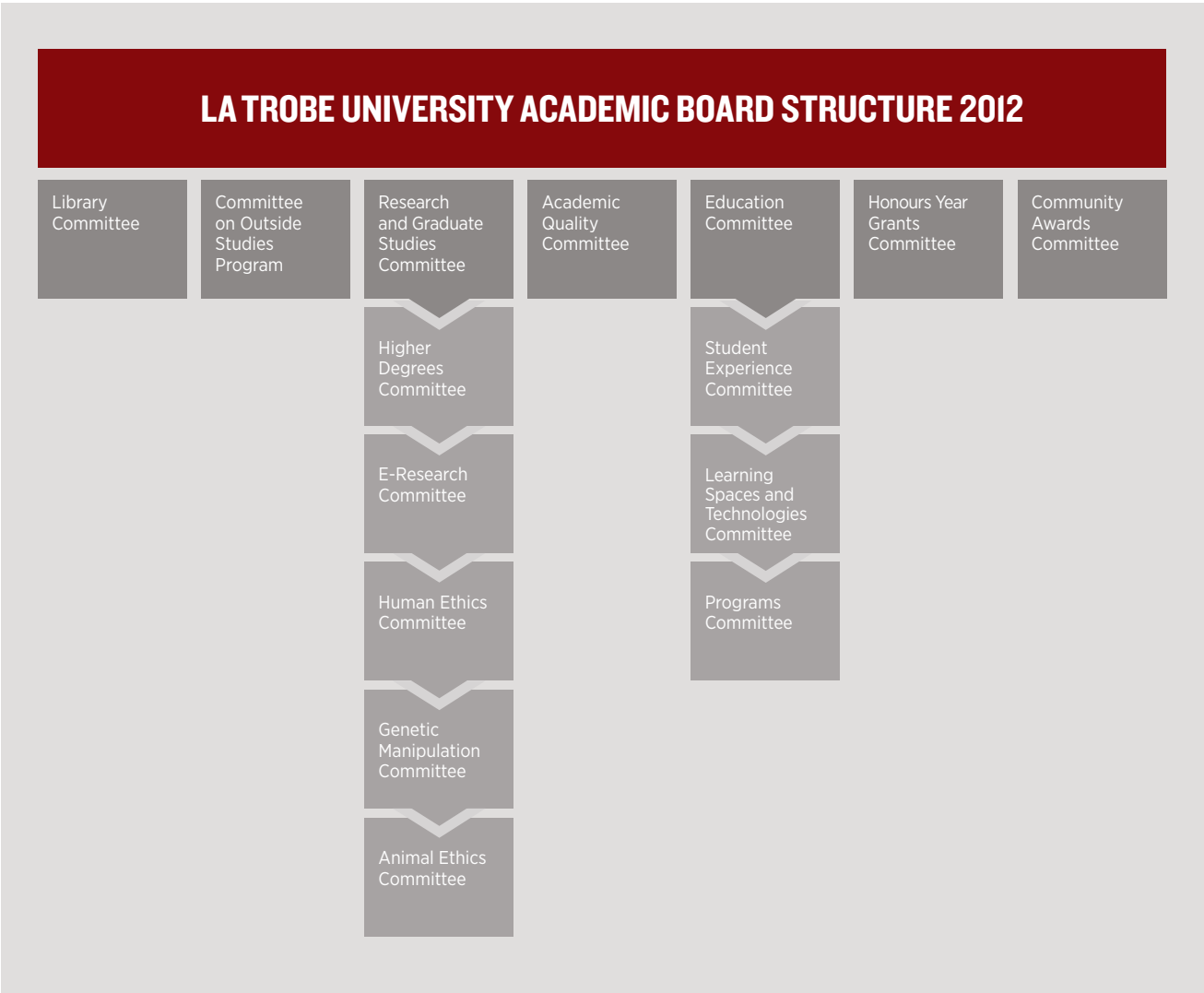
- appointing and monitoring the performance of the Vice-Chancellor (section 8)
- approving the mission and strategic direction of the University (section 8)
- approving the annual budget and business plan of the University (section 8)
- overseeing and reviewing the management of the University and its performance (section 8)
- establishing the policy and procedural principles for the operation of the University (section 8)
- overseeing and monitoring the assessment and management of risk across the University (section 8)
- overseeing and monitoring the academic activities of the University (section 8)
- approving and monitoring systems of control and accountability of the University, including those required to maintain a general overview of any entity over which the University has control within the meaning of section 3 of the *Audit Act 1994* (section 8)
- approving any significant University commercial activities (section 8)
- conferring and granting degrees, diplomas and other academic awards to students (section 10).
- making statutes and regulations for or with respect to all matters concerning the University (section 28)

The Council is also empowered under section 18 of the Act to delegate powers, authority, duties and functions to any member of the Council, or to any officer or committee of the University.

Preamble – La Trobe University Act, 2009

La Trobe's founding mission was, and remains, to serve the community of Victoria for the purposes of higher education, for the education, economic, social and cultural benefit of Victorians and for wider Australian and international communities.

From inception, La Trobe has been particularly focused on providing access to quality higher education to those from disadvantaged backgrounds and has become an internationally recognised leader in this field.



OUR ACADEMIC BOARD

The University Academic Board advises the Vice-Chancellor and University Council on issues that affect academic excellence.

It provides a forum for information and debate within the University and is responsible for policy on matters such as admissions, assessment, teaching, student conduct, research, scholarships and academic appointments and promotion.

La Trobe University's Academic Board has over 90 members who meet regularly to ensure that the academic administration of the University runs smoothly and efficiently.

PLANNING AND RESOURCES COMMITTEE STRUCTURE 2012 *

Access and
Achievement
Committee

Estates Planning
Committee

Information and
Communication
Technology Strategy
Committee

Marketing and
Student Recruitment
Strategy Committee

Student Services
Committee

Course and Load
Planning Sub-
Committee

Greek Archives
Project Committee

International Strategy
Committee

Research Income and
Expenditure Planning
Committee

Sustainability
Management
Committee

Directors Committee

Heads of School
Committee

50th Anniversary
Advisory
Sub-Committee

Regional Committee

Web Steering
Committee

Health and Safety
Committee

Senior Staff Forum

*La Trobe University's Planning and Resource Committee Structure will be significantly reformed in 2013.

OUR PLANNING AND RESOURCES COMMITTEE

The Planning and Resources Committee is the principal advisory committee to the Vice-Chancellor and has a number of management sub-committees. These committees provide formal advice on strategic and operational planning and performance, on annual and long-term budgets and on all requests for expenditure additional to that approved in annual organisational budgets.



Research students in the La Trobe Institute for Molecular Science (LIMS) laboratory



Simpson Lawn, Melbourne Campus



Ironbark building, Bendigo Campus



Shepparton Campus



Theatre, Albury-Wodonga Campus



Mildura Campus

Our students: future ready

In the tradition of great campus universities, La Trobe aspires to be an ever more attractive place for creative and independent thinkers from all walks of life, cultures and backgrounds, including those with a passion for challenging the status quo and driving change.

La Trobe students will choose us because we are at the centre of important social, economic, environmental, political and scientific developments; because we respect them as partners in their learning; because we are flexible and innovative in our modes of delivery; and because we equip them with an identifiably modern, globally relevant education, and send them out to be successful and to make the world a better place.

La Trobe graduates will stand out for their capacity to be full 'citizens of the world' – able to conceptualise their own place in the global scheme and grasp how their knowledge and skills can best be used to the benefit of themselves and the world.

OUR STUDENTS

Today, our students study a far wider range of subjects than their predecessors ever could and they study those subjects in ways that in 1967 were still in the realm of science fiction. The typical student laptop, for instance, likely contains more computing power than the largest mainframe computer owned by the University in its first two decades.



Students working in the Library

La Trobe students, with their busy lives inside and outside the University, study in flexible ways that suit their diverse needs for different styles, times, paces and places of learning. As partners in their learning, our students are encouraged to develop strong collegial relationships with academic staff and their fellow students.

La Trobe has a very diverse student cohort. In 2012, we had 26,189 Equivalent Full-Time Student Load (EFTSL) (provisional data). We plan to increase this to 33,000 EFTSL by 2017. This represents an increase in student load of approximately 1,800 at our regional campuses, and approximately 6,000 EFTSL at the Melbourne and City Campuses from the 2011 baseline figures.

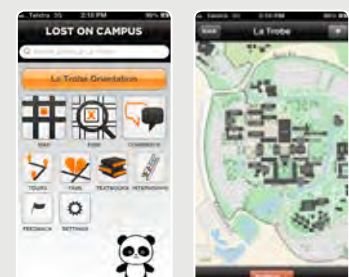
La Trobe is increasingly attracting students of higher academic quality. Our market share of Victorian Tertiary Admissions Centre (VTAC) first preferences continues to increase steadily, up from 10.6 per cent in 2009 to 12.6 per cent in 2012. Overall student satisfaction rates have also increased – up from 34.1 per cent in 2009 to 49.2 per cent in 2011, lifting us above the national average.

Ultimately, it isn't student numbers, or even students' backgrounds that matter, but the type of graduate we produce. La Trobe graduates stand out for their combination of intellectual curiosity, interest in significant global issues, and willingness to be part of the solution. They have something serious to say about the world, and help to make it a better place.

Students develop campus map app

Students are using information technology for more than learning. In 2012 O-Week, final-year Bachelor of Computer Systems Engineering students created an industry-standard iPad app that challenged students to use their iPads to navigate their way around the sometimes disorienting 200-acre, 40-building Melbourne campus. The app, named Puzzlehunt, which utilised Google Maps,

encouraged students to find their way to different points on the campus on the lookout for special codes. Once they scanned the code, they had a task to complete which provided the student with a fun interactive learning exercise. The success of the app helped two of the participants to gain industry-based placements in the IT field.



OUR SCHOLARSHIPS

La Trobe has always sought to attract the brightest and the best while providing access to tertiary education for Australians of all social backgrounds.

Our scholarship programs continue to attract high achievers who could get into any university course in the nation (excellence scholarships), as well as students from disadvantaged homes whose talents too often go unrecognised and unrewarded (access scholarships).

Our students have this year benefited from scholarships with a total value of \$25.3 million for undergraduate coursework studies.

In 2012, the University announced a new excellence and access scholarship program. It offers more than 100 scholarships per year, with 70 targeted directly to disadvantaged and indigenous students, but all going to students with the potential to achieve big things. It comprises five new awards:

- the La Trobe University Vice Chancellor's Excellence Scholarship which provides a \$6,000 bursary, a \$1,500 study abroad grant, as well as access to the University's Infinity Leadership Program, the Dean's Scholar's Program, and the Career Excel mentoring and career networking program for 30 of the country's highest achieving students
- the Vice-Chancellor's Excellence and Access Scholarship Program, which provides similar benefits for 30 students from low socioeconomic or educationally disadvantaged backgrounds
- the La Trobe University Access Scholarship, which provides scholarships each worth \$6,000 per annum to 30 students from low socioeconomic or disadvantaged backgrounds
- the La Trobe University Indigenous Scholarship, which provides the same benefits for ten Aboriginal and Torres Strait Islander students
- the Michael Malthouse Elite Sports Bursary, which awards \$10,000 for one year to two potential elite sports people who want to study while they develop their sporting potential.

These new scholarships represent a major investment of resources and are a big part of our future plans to attract high-achieving students to the University.

At the beginning of 2012, La Trobe University reviewed its scholarships offerings and



La Trobe Open Day



Students at Melbourne Campus



Students on the Melbourne Campus

adopted a more strategic approach. The new Domestic Undergraduate Scholarships Plan aligns the University's scholarships program with two strategic objectives – academic excellence and equity.

While our scholarships for 'Excellence' remain, the 'Regional' and 'Study Support' scholarship categories are replaced by 'Excellence and Access', and 'Access' scholarships.

As a result of the review, the value of each domestic undergraduate scholarship increased from between \$2,000 to \$3,000 per scholarship per year to \$6,000 per scholarship per year. Also associated with the new strategy is an increase in the value of the La Trobe Indigenous Student Scholarships, from \$5,000 per scholarship per year to \$6,000 per Scholarship per year. The Plan establishes two Sport Bursaries and provides an additional \$167,500 in 2013 for domestic scholarships.

In addition to these immediate increases in value, the Plan sets out a path for raising the total number of domestic undergraduate scholarships awarded by the University over

the next three years. The increase in the value of each of the University's scholarships will bring La Trobe's scholarships into line with those offered by other Victorian universities.

THE LA TROBE AWARD – MAKING VOLUNTEERING COUNT

La Trobe students have a proud tradition of volunteering within their local communities and through campus-based programs and events. The La Trobe Award offers our student volunteers recognition for their hard work by acknowledging it on their official transcript, and by providing free, high-quality training in interpersonal skills.

Students are eligible for the La Trobe Award if they volunteer for a not-for-profit organisation or take part in a student club, leadership, mentoring or faculty program which requires volunteering effort.



The Award is available to current students and is divided into three streams:

- La Trobe Award in Community Engagement
- La Trobe Award in University Leadership
- La Trobe Award in Sustainability (available Semester 2, 2013).

In 2012, 25 per cent of our students' volunteering efforts were for community organisations. Students organised their own involvement with community groups of their choice that included The Foodbank, Peter Mac Hospital, St. Vincent de Paul Society, Bundoora Extended Care, Melbourne City Mission, Preston Blue Light Disco, Sunday Lunch Club and Homework Clubs. At the Preston Mosque, they taught Muslim women how to use computers.

Our campuses continue to thrive with voluntary student activity. The Connect Mentor Program provides all new students across our five campuses with a mentor when they commence study. Mentors are second, third or fourth year students who

provide support and advice on the social transition to university. In 2012, 50 per cent of the La Trobe Award participants were Connect Mentors. Students also volunteered in other flourishing University clubs and programs like the Orientation and Open Days, In2Science Program, Golden Key and Homework Club.

In 2012, La Trobe students volunteered a total of 4,317 hours of their time and there were 329 newly registered students for the Award. Seventeen per cent of volunteers were from our regional campuses, one third were studying in the Faculty of Business, Economics and Law, and one third were international students.

We support our student volunteers with training in topics like assertiveness, conflict management, engaging across cultures, event planning and negotiation. In 2012, we delivered our suite of training modules on 59 occasions throughout the year and across each of our campuses.



Doing volunteer work has been extremely rewarding. I feel that I have become a more empathetic listener, which I believe is a very important aspect of my future career (Speech Pathology)."

Tanya Relan
Fourth-year Speech Pathology student,
Melbourne Campus

Learning and teaching

The education our students receive must be of the highest academic standard, it must be in areas of relevance to the world they will inherit, and it must be taught in ways that prepare them for exciting careers.

By choosing La Trobe, students will know that they are choosing a thoroughly modern and highly distinctive education that will benefit themselves and the world. They will be choosing the sort of qualifications and development that employers are looking for. In the rapidly changing world of technology and business, employers increasingly want employees able to use pure and applied thinking to address new challenges. That is what La Trobe seeks to offer.

To imbue our students with these qualities, we are adopting a new approach to learning and teaching that builds on important curriculum development work undertaken in recent years.

The La Trobe Framework, which was accepted in 2012 for rollout in 2013, has the following elements:

Hallmark Program

In addition to our current suite of degrees, we will develop a *Hallmark Program* that will address some of the nation's, region's and world's most pressing issues. Being the best in these fields will simply mean studying at La Trobe.

La Trobe Essentials

These will be required features of all La Trobe coursework degrees, either embedded in the curriculum or as required subjects that will ensure La Trobe graduates are equipped with the skills and knowledge that can be applied in the workplaces of today and tomorrow. Through *La Trobe Essentials*, our students will explore major current social, economic, technological and political issues and be able to adapt and apply their learning to the challenges of the future. These will build on and support existing graduate capabilities gained through *Design for Learning* principles.



Health Sciences postgraduate students

La Trobe Enrichment Programs

Opportunities will be provided for students to participate in innovation and application in the workplace to study abroad, or become involved in research and development projects and enriching partnerships.

Design for Learning

The University-wide curriculum initiative, *Design for Learning*, will continue to support the development of core graduate capabilities, including critical thinking and creative problem-solving.

Radical Learning Project

The student experience will be redefined through the *Radical Learning Project*, which will reimagine learning and teaching at La Trobe by drawing on rich educational technologies and external partners. The La Trobe course profile will offer greater flexibility in the way degrees are constructed and delivered so they better meet the interests and needs of our students. There will be increased use of technology-enabled online learning, blended with more traditional face-to-face delivery.

Great La Trobe teaching – reaching the world

Apple now runs a virtual university on the net – iTunes U – which features the best lecture series on given subjects from around the world.

In December 'The Roman World' course passed a significant milestone, surpassing 100,000 subscribers. Earlier in the year La Trobe's 'Principles of Physics' course by Dr David Hoxley attracted over 86,000 subscribers, nearly half watched all 20 lectures in this series.

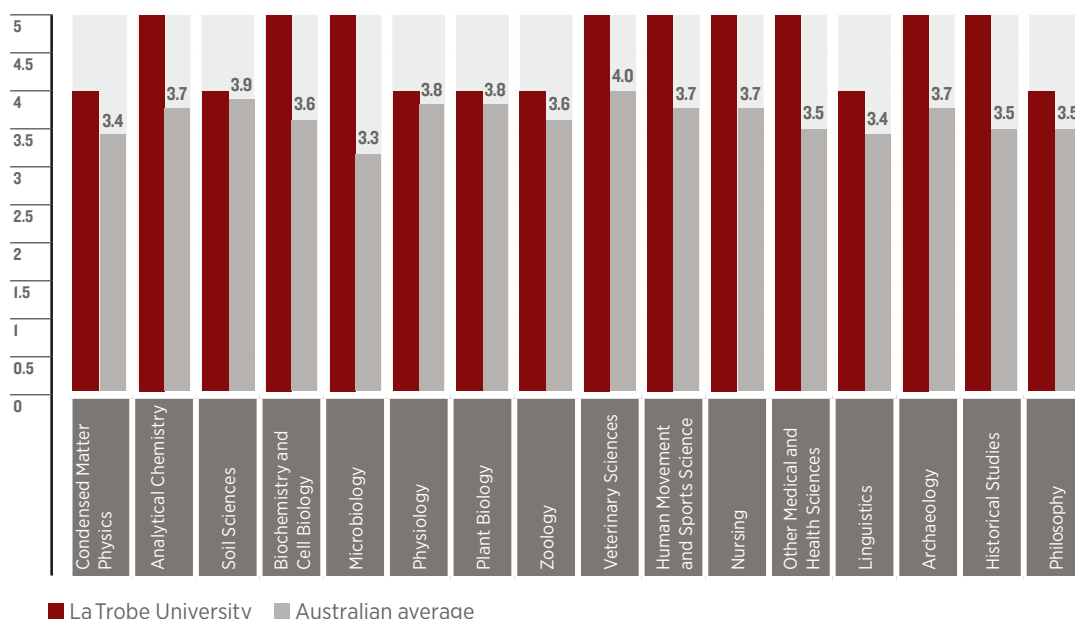
In 2012, a total of 320,000 subscribers made 6.4 million downloads of lectures and reading materials from just thirteen La Trobe subjects. Our great teachers are attracting and keeping global audiences.

La Trobe was the first Australian university to offer courses on iTunes U. Other La Trobe courses featured in iTunes U in 2012 include:

- 'Sports Economics' by Dr Liam Lenten (Economics)
- 'Fiction for Young Adults' by Dr David Beagley (Education)
- 'The Roman World' by Dr Rhiannon Evans (Mediterranean Studies).

Research with focus and purpose

2012 EXCELLENCE IN RESEARCH FOR AUSTRALIA (ERA) RESULTS



Undertaking research is one of the most important tasks of any university. La Trobe is a strong research performer, with notable areas of outstanding research achievement and steadily rising research income.

This is one of the reasons why La Trobe is one of the few Australian universities that has been consistently ranked in the world's Top 500 since the inception of the Academic Ranking of World Universities.

Research will have a major role to play in achieving the goals set out in *Future Ready: Strategic Plan 2013–2017*. Our focused investment in research will strengthen La Trobe's reputation as a university committed to making a difference to the communities of Victoria and the world. Our research will also improve our comparative research performance against benchmark metrics to raise our global standing as a university, raise the University's income, and allow us to extend our important research efforts even further.

In 2012, La Trobe generated approximately \$45.5 million in research income and obtained high scores in the Australian Government's Excellence in Research for Australia (ERA) exercise. This assessment of research strengths is conducted by the Australian Research Council.

Based on the 2012 ERA results, La Trobe has been confirmed as one of the nation's leading research universities, regaining its place as third in Victoria. Specific ERA highlights include:

- La Trobe is the top-ranked institution in the nation for research in microbiology with research in this field assessed as well above world standard
- La Trobe is equal top with just one other university in the nation for biochemistry and cell biology and in veterinary sciences
- We have nine fields of research rated 'well above' world standard in specific disciplines – analytical chemistry, biochemistry and cell biology, microbiology, veterinary sciences, human movement and sports science, nursing, other medical and health sciences, archaeology and historical studies (a 200 per cent increase since 2010 when La Trobe recorded three fields of research at this maximum rating)
- La Trobe is second only to Melbourne and Monash Universities in Victoria
- We have increased the number of fields of research rated at world standard or above (ERA 3–5) from 29 to 38 between 2010 and 2012 (a 31 per cent increase)
- We have increased the number of publications rated at 'well above' world standard, from around 400 to around 1,800
- La Trobe was assessed well above world standard in the University's fields of speciality – biology, health sciences and humanities
- History and archaeology were both assessed at the top ranking, highlighting the University's renowned strength in humanities
- Increased ratings in many of the University's top-ranking areas of research since 2010, include analytical chemistry (from 3 to 5), microbiology (4 to 5), physiology (3 to 4), zoology (2 to 4), nursing (3 to 5), applied economics (2 to 3), banking, finance and investment (2 to 3), business and management (2 to 3), anthropology (2 to 3), sociology (2 to 3), journalism and professional writing (2 to 3), archaeology (4 to 5), and historical studies (4 to 5).



SPECIFIC RESEARCH PROJECTS IN 2012

The research projects being undertaken at LaTrobe are numerous and diverse, but taken together they illustrate the University's determination to investigate the big issues facing Australia and the world. Research projects are mentioned in more detail later in this report in relation to the output of each faculty, but a number of projects illustrate the University's direction.

The Faculty of Science, Technology and Engineering

- Has established two major research centres in the University: the La Trobe Institute for Molecular Science (LIMS) with a new \$100 million facility and the \$288 million AgriBio centre as a joint venture with the Victorian Department of Primary Industry
- is internationally renowned for its research in protein chemistry, cancer biology, apoptosis and mitochondrial biology to improve disease treatment in the future
- has established major projects in biotechnology to commercialise its patented technology
- is addressing critical agricultural and ecological issues. These include applying advances in soil science and gene technology to promote food security, improving strategic



La Trobe Institute for Molecular Science (LIMS) – under construction in 2012

deployment of environmental flows in the Murray-Darling Basin to maximise social, economic and environmental benefits, and refining ecological understanding and implementation to better manage the threats to biodiversity posed by habitat loss and fragmentation, invasive species, increased bushfire risk and climate change

- is researching ways to foster health and well-being across the life span including tracking development and preventing unhealthy eating and body image concerns in young children, adolescents and women, working with young children to promote resilience skills to prevent anxiety and depression, researching language development and developing adaptive strategies for memory impairment in ageing
- is investigating molecular and cognitive brain mechanisms underlying behavioural problems associated with Fragile X, autistic tendency, reading and learning difficulties and children with visual and auditory impairments
- is working to advance knowledge on the nature of Autism Spectrum Disorders (ASDs) and develop and study evidence-

based strategies for supporting individuals and families affected by these conditions

- is developing new surface imaging and control techniques for atomic-level nanostructures on diamond surfaces
- is integrating disparate data sets for transport system management and air traffic control
- is combining geometry, algebra and calculus to predict coherent structures in discrete dynamical systems such as football crowds and bee swarms
- is developing an over-the-horizon environmental radar system to be exported to South Africa.

The Faculty of Health Sciences

- Undertook research into the extra demands that population ageing is making on rural health services, and how those demands can be met by drawing on the best overseas practice
- conducted a trial of caseload midwifery that demonstrated how to reduce caesarean sections and improve outcomes for mothers and infants



Caroline Walta, Senior Lecturer in Education – Shepparton

- investigated successful violence and abuse prevention strategies for people with an intellectual disability.

The Faculty of Education

- Worked with all primary and secondary schools in the Northern Metropolitan and Western Regions to investigate the effectiveness of a La Trobe management technique – Developmental Management Approach (DMA) – on classroom behaviour. Schools are reporting calmer teachers, fewer suspensions, and a reduction in the number of students sent from classrooms for misbehaviour
- examined policy, diversity and leadership in higher education. This research offers new perspectives on senior women leaders in universities across Australia and New Zealand and a parallel project is investigating the careers and work experiences of professional staff in higher education.

The Faculty of Humanities and Social Sciences

- In 2012, awarded the equal second highest number of National Competitive Grants in Victoria in the field of research codes that it was assessed against and that received funding, in both the Australian Research Council (ARC) Discovery Projects and Discovery Early Career Research Award (DECRA) schemes
- is exploring issues such as the refugee experience, Australia's response to climate change, and how major catastrophes affect human security.

The Faculty of Business Economics and Law

- The Centre for Water Policy and Management has recently assembled data for a project about water use by Melburnians and their willingness to pay for different levels of supply security. This data is helping Victoria's urban water utilities better understand how to source water for Melbourne and how to charge their consumers

- The Centre for Sport and Social Impact has recently completed an evaluation of Australian Football League (AFL) Victoria's Alcohol Policy Trial. The evaluation is being used to help develop future league alcohol sales policies and regulatory practices
- The Department of Management was commissioned by the Department of Health and Ageing to examine the drivers of Aboriginal and Torres Strait Islander men's participation in Men's Shed organisations and Indigenous Community groups throughout Australia. The research examined the effectiveness of the Men's Shed organisations and community groups; the cultural appropriateness of the Sheds and related activities; the impact on indigenous men's health and well-being and their access to healthcare services
- The Rights and Justice for Sustainable Communities research group is conducting qualitative research into the quality of justice achieved through mediation in order to develop practical suggestions for improving mediation services.

RESEARCH WITH FOCUS AND PURPOSE



Students in La Trobe Institute for Molecular Science (LIMS) laboratory, Melbourne Campus

GIVING RESEARCH NEW FOCUS IN THE YEARS AHEAD

Our aim is to double La Trobe's research income between now and 2017 and increase by 50 per cent the number of our fields of research rated at or above world standard.

To take this research agenda forward, we will concentrate our research effort into the areas of strength to provide the scale necessary to compete successfully for large grants and capitalise on significant infrastructure now in place, such as the Research and Development Park, the Northern Biosciences Precinct and the Murray-Darling Freshwater Research Centre, as well as important new facilities completed in the course of 2012: the La Trobe Rural Health School, the Centre for AgriBiosciences (AgriBio) and the La Trobe Institute for Molecular Science (LIMS).

We will identify and develop a small number of cross-disciplinary Research Focus Areas (RFAs) that build on our existing and potential strengths, and which address some of the most pressing questions affecting the future of human societies and their environments. These will be areas in which we can lay claim to be one of the best universities in Australia and the world, and which will attract the best students, staff, researchers and external partners.

After extensive consultation and research we have identified five key RFAs:

- Securing food, water and the environment
- Sport, exercise and rehabilitation
- Understanding disease
- Building healthy communities
- Population movement and human security.

These cross-disciplinary areas will be complemented by around 20 selected Disciplinary Research Programs built around existing and emerging high-performing research teams, funded through a venture capital-like process.

We are going to require a greater research effort from all La Trobe staff, with all expected to aspire to Established Productive Researcher status. Staff will be subject to performance management, with individual development plans. We will create a pipeline of talent through greater investment in postgraduate research students and early career researchers. We will support staff members who demonstrate capacity to commercialise research and engage in research collaborations. Those staff members who do not wish to research will be supported to take on more specialised teaching roles, such as Teaching Scholar.

We will use our areas of research strength to seek major research partnerships similar in concept to the flagship AgriBio partnership

between the University and the Victorian Department of Primary Industries (DPI).

As a foundation for these changes, in 2012 we implemented our new La Trobe Research Plan 2012–2015 which led to:

- making clear the expectations for research quantity and quality (including identifying established productive researchers and those who are not yet established and productive and having plans in place to support those staff to become established and productive)
- demonstrating the benefits of La Trobe's work in the community and with business
- strengthening the experiences of higher-degree students and better showcasing our leading researchers and research to attract students
- supporting key public-private partnerships with government, healthcare providers and others, especially AgriBio and LIMS
- international collaborations, particularly with India, China and Malaysia
- implementing University Analysis of Research Quality to measure the quality of applied research based on its benefit to the communities, partnerships, user group or clients to which it is addressed
- identifying new RFAs
- a revised budget model to focus efforts and reward performance.

Internationalisation



Hooper / Szental Lecture Theatre



International students

One of the hallmarks of the great universities is internationalisation. Like Erasmus, scholars have always been ‘citizens of the world’. Today, with 3.5 million international students studying worldwide, that adage has never been more apt.

From its inception, La Trobe embraced an international mission and remains true to that calling. Internationalisation is much more than attracting overseas students; at La Trobe it’s about ensuring that our graduates are truly ‘future ready’ people who understand the world and have the capabilities to be responsible global citizens.

STUDENT ENROLMENT

Thanks to the increased presence of students from many regions of the world, notably from Asia and the Middle East, our campuses have a great international feel. These students are helping build cultural understanding between the people who will lead our world in the future.

In 2012, approximately 4,571 students came to La Trobe’s Victorian campuses from overseas, representing 17 per cent of our total enrolments. It is a tribute to La Trobe’s relevance that we have been able to hold this number steady in recent years in the face of a number of difficulties beyond our control, including the high Australian dollar. In fact, in 2012, commencing international fee-paying student numbers began to improve (up by 4.6 per cent over 2011).

This growth has come mainly from South Asia, driven by a resurgent market in India and explained partly by a reduction in concerns about international student safety and welfare in Melbourne. Recruitment from China has seen some growth in 2012 against trends elsewhere. The associated income grew by 1.8 per cent to a total of \$97.7 million which exceeded the 2011 budget by around \$1 million. Similarly, our small offshore program maintained good enrolment numbers despite the competitive recruitment environment and we laid the foundations for future growth in business, nursing, public health and science programs.

We aim to strengthen the diversity of our international student intake across a variety of countries and remain alert to educational needs in our region. We have an ambitious plan to increase our international student load to 6,000 EFTSL (which may represent over 7,000 students) by 2017, with particular emphasis on science and business graduates and increasing the percentage of international research students in areas that match our recognised research strengths.

To reach this challenging target, we are making changes including:

- building undergraduate recruitment via the La Trobe Melbourne (LTM) Navitas pathway program, and restructuring the Australian Campus Network relationship in Sydney to improve marketability and the quality of our programs. In June 2012, LTM became a separate Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) provider. LTM delivers a Diploma of Biosciences, Diploma of Health Sciences, Diploma of Mass Media and Communication, Diploma of Business and Diploma of IT
- ensuring that our diverse offshore partnerships are deepened and cooperatively deliver quality education and research outcomes for La Trobe
- continuously renewing our program offerings to ensure that we are responsive to the needs of a changing world
- improving and promoting La Trobe’s already very good international rankings in research and student satisfaction.



Sri Lanka study tour



Oral Health program in Nepal

We appreciate that studying overseas involves significant expense and sacrifice on the part of students and their families. That is why we are delighted to be able to offer a range of scholarships that make studying at La Trobe easier and also attract the best minds from across the world – including scholarships for some of the most outstanding international researchers of their generation. Additional effort will be made to secure further external funding for scholarship support through sponsors and donors.

AN INTERNATIONAL CURRICULUM

These internationalisation efforts are also increasing the global flavour of our University in other ways too, notably through the internationalisation of our curriculum. It is our aim that, no matter what subjects they pursue, all La Trobe students have access to a curriculum that develops a strong understanding of major global issues. In addition, new cross-disciplinary subject areas are being created, to support global citizenship, innovation and entrepreneurship as well as sustainability thinking. These will augment existing strengths in International Relations, International Business, International Law and Global Finance.

STUDENT MOBILITY

As well as bringing students to Australia, La Trobe is sending increasing numbers of students on student exchange across the world. In 2012, 634 La Trobe students undertook a semester exchange, short course program, clinical placement, internship or volunteering experience overseas – an 11.8 per cent increase over 2011. Our aim is to provide every student with the opportunity for a mobility experience, be it short or long-term study at one of our many partner universities, or as a volunteer on an international aid program.

For example, some of our health sciences students undertake clinical placements in an Oral Health program in Nepal.

At La Trobe, every student who studies overseas for academic credit receives a travel grant from the University. In 2012, we sent 64 students abroad with financial awards of more than \$1.1 million. La Trobe mobility grants range from \$500 to \$3,000 per student. At the close of 2011, La Trobe discontinued its participation in the International Network of Universities (INU). Instead, the University established the more flexible Student Mobility Scholarship (SMS) awards – 34 scholarships valued at \$7,000 to high-achieving students for a semester exchange experience with selected partners.

In 2012, La Trobe hosted fewer incoming fee-paying-study-abroad students than in previous years. This is because of the strong Australian dollar and the difficult economic climate of La Trobe's two major study abroad markets: the USA and Germany. We have reviewed our fees and have plans for more targeted partnerships for 2013. In 2012, the University financially supported reciprocal short-term study programs with Peking University, the Central University of Finance and Economics and Chongqing University, China.



'Making the World your campus' video clip



'Making the World your campus' video clip

Making the world your campus

In May 2012, La Trobe University won the inaugural NAFSA Association of International Educators prize for the best video highlighting the benefits of international education.

The video 'Making the world your campus: Urban, Rural and Environmental planning at La Trobe University' features staff and students from La Trobe's Bendigo Campus. It charts a 2010 study trip to Sri Lanka, where students from the Urban, Rural and Environmental Planning course were conducting research to help improve the quality of life in communities devastated by the Boxing Day tsunami.

The video was played on three occasions at the 2012 NAFSA conference, attended by 8,500 international educators from around the world – a prominent stage for La Trobe to showcase our commitment to student mobility and making the world our campus.

[youtube.com/watch?v=HfQToaN7pJ8](https://www.youtube.com/watch?v=HfQToaN7pJ8)



Calligraphy class at Centre for China Studies

Excellence in Asian studies recognised

La Trobe's Excellence in Asian studies has been recognised at a national level with the University receiving two of the four national Prime Minister's Asia Awards to support undergraduate students continue their studies in Indonesia.

Students, Sally Hill from the Faculty of Humanities and Social Sciences, and Nicolas Metherall from the Faculty of Business, Economics and Law were selected in the Prime Minister's Asia Awards 'Outgoing Undergraduate' category, entitling them to up to \$53,000 each towards their studies.

They will complete both an internship and a portion of their studies in Indonesia.



Sally Hill and Nicolas Metherall

The Centre for China Studies and the Confucius Institute

The Centre for China Studies supports relationships with leading Chinese institutions through:

- student and staff exchange programs
- research projects
- public lectures delivered by high profile scholars and officials.

The Centre also supports the Confucius Institute, established with Chongqing University, under the auspices of the Chinese Government. The Institute offers courses on Chinese culture and language to the public. It was the third Confucius Institute in Victoria and the tenth to open in Australia. The Institute conducts cultural activities with local and regional community and schools and has also worked with the Consulate-General of the People's Republic of China in Melbourne by jointly hosting events, including the Victorian universities 'Chinese Bridge' language competition.

OUR INTERNATIONAL STUDENT EXCHANGE PARTNERS

LOCATION	UNIVERSITY	LOCATION	UNIVERSITY	LOCATION	UNIVERSITY
Afghanistan	Kabul University		Paris Graduate School of Management		Kumamoto Gakuen University
Argentina	Universidad Torcuato Di Tella		Rouen Business School		Rikkyo University
Austria	BOKU - University of Natural Resources and Applied Life Sciences FHS Kufstein Tirol		Sup de Co Montpellier Université François-Rabelais (Tours)		Ritsumeikan University Ritsumeikan Asia Pacific University Saga University Soka University
Belgium	Katholieke Universiteit Leuven	Germany	Baden-Wuerttemberg Cooperative State University Mannheim Berlin School of Economics European Business School, International University European University Viadrina (Frankfurt Oder) Fachhochschule Landshut - University of Applied Sciences* University of Bonn University of Bayreuth	Korea	EWHA Womans University Hallym University Kyung Hee University Sogang University Yonsei University
Brazil	Universidade Estadual de Campinas	Greece	Aristotle University of Thessaloniki	Malaysia	Alliance University College of Medical Sciences HELP University College Universiti Malaya Universiti Malaysia Perlis (UniMAP) Universiti Putra Malaysia Universiti Sains Malaysia
Canada	Carleton University University of Calgary University of Guelph University of Windsor University of Waterloo	Hong Kong	Chinese University of Hong Kong City University of Hong Kong Lingnan University	Mexico	IPADE Business School Tecnologico de Monterrey Mexico City Universidad de Guadalajara Universidad Iberoamericana
Chile	Universidad Diego Portales Universidad Mayor	Hungary	Groupe ESSCA Budapest	Netherlands	Hanze University Tilburg University
China	Beijing University of Foreign Studies Beijing University of Technology Capital Medical University Central University of Finance and Economics Chongqing University East China Normal University Groupe ESSCA Shanghai Harbin Medical University Jiangsu University of Science and Technology Nanjing Agricultural University Nankai University Nantong University Peking University Sichuan University Southern Medical University Tianjin University of Technology Tongji University Tsinghua University	India	Birla Institute of Science & Technology Delhi Technological University Indian Institute of Technology Madras JSS university KL University (Vijayawada) Lady Shri Ram College NIIT Presidency College at Bengaluru University SRM University University of Agriculture Sciences (Bangalore) XLRI Jamshedpur	Norway	Norwegian School of Management (BI) University of Oslo
Denmark	Aalborg University Aarhus University Copenhagen Business School Metropolitan University College - Copenhagen	Indonesia	Binus Universiti Institut Teknologi Bandung Syarif Hidayatullah State Islamic University Trisakti University Universitas Gadjah Mada Universitas Pelita Harapan	Oman	The University of Nizwa Sultan Qaboos University
Ecuador	Universidad de Especialidades Espíritu Santo	Ireland	Dublin Institute of Technology	Peru	Universidad San Ignacio de Loyola (USIL)
Finland	University of Turku	Italy	Universita Carlo Cattaneo Udine University Universita Cattolica del Sacro Coure University of Torino Universita di Macerata	Philippines	The Ateneo de Manila University
France	BEM Bordeaux Management School Burgundy School of Business ESC Rennes International School of Business Groupe ESC Troyes Groupe ESSCA Angers IESEG School of Management Université Lumière Lyon 2	Japan	Akita International University Momoyama Gakuin University Hiroshima University Kyoto Tachibana University	Singapore	Nanyang Polytechnic National University of Singapore
				Spain	University of Barcelona Universidad Complutense de Madrid Universidad Juame I Universidad Pontificia Comillas
				Sri Lanka	University of Colombo
				Sweden	Jonkoping International Business School Jonkoping University College of Health Linnaeus University (Kalmar&Voxjo) Linkoping University Malmo University Orebro University Stockholm University Umea University University of Gothenburg University of Lund

LOCATION	UNIVERSITY
Thailand	Mahidol University Chulalongkorn University, Bangkok Thammasat University
Taiwan	National Chung Hsing University National Sun Yat-Sen University National Taipei College of Business National Tsing Hua University
Turkey	Sabanci University T.C. Istanbul Kultur University
United Kingdom	Lancaster University Leicester University University of East Anglia University of Essex University of Stirling
United States of America	Appalachian State University Ithaca College James Madison University Michigan State University State University of New York at Oswego San Diego State University St Norbert College Texas Tech University

LOCATION	UNIVERSITY
	The College of New Jersey University of Alaska Anchorage University of Alaska Fairbanks University of California University of Florida University of Hawaii at Manoa University of Missouri (School of Journalism) University of North Carolina Consortium East Carolina University Western Carolina University University of North Carolina, Charlotte University of Oregon University of Wisconsin-La Crosse Virginia Polytechnic Institute and State University Washington State University
Vietnam	Foreign Trade University Hanoi Law University Hanoi University Hanoi University of Science and Technology Hue University Vietnam National University

THE INTERNATIONALISATION PLAN 2010-2013

Describes a vision for internationalisation at La Trobe and provides strategies, measures of success, timelines and accountabilities to contribute to the achievement of the University's objectives. Finalisation of the University's strategic plan in December 2012 provided the basis from which to reframe and sharpen a new Internationalisation Plan in 2013.



International students, Melbourne Campus

Our community

La Trobe students have the benefit of an extensive range of enrichment experiences within, or alongside, assessed curriculum. These activities complement more formal learning experiences and help students shape their future and improve their employment prospects.

AN OUTSTANDING CAMPUS EXPERIENCE

La Trobe students enjoy high-quality campus facilities and seamless and efficient student services.

Our campuses are beacons of research, learning, cultural and sporting activities that make their communities materially and communally richer for La Trobe's presence. La Trobe is committed to providing leadership in the development of Melbourne's north and Victoria's regions, and to turning our campuses outwards to better engage with their communities.

LEADING PUBLIC DEBATE

At La Trobe, we see leadership in community affairs as one of the hallmarks of a great university.

La Trobe has always been renowned for the impact of its hard-hitting public intellectuals, and they continue to contribute to public



Undergraduate students at the Melbourne Campus

life today. Humanities and social sciences professors such as Robert Manne, Judith Brett, John Carroll, Dennis Altman and others have been players in some of the biggest controversies of the era.

This has given La Trobe undergraduate and graduate students alike a ringside seat at some of the most momentous debates of our times – over issues like Australia as a Republic, the Stolen Generations, the Children Overboard affair, the Global Financial Crisis, Global Warming and Gay Marriage. It is the very best sort of humanities education you can have, and

a great illustration of the importance and relevance of an education provided by committed and engaged intellectuals. Together, our public intellectuals have helped create *The Monthly*, *Quarterly Essay* and some of the best books on Australian culture and politics of recent years. In 2012, Professor Robert Manne made the Power Index list of the most influential Australians – a testament to the power of courageous thinking which has always been La Trobe's hallmark.



Robert Manne, Professor of Politics

The Ideas and Society program

The Ideas and Society program is a series of debates and public lectures convened by Professor Robert Manne, with the aim of bringing students, staff and the general public together to consider some of the critical questions of the times and to enliven intellectual life at La Trobe University. Its aim is also to bring some of Australia's leading thinkers and public figures to the University campus to deepen the understanding

of these critical issues. Professor Manne will be continuing the program in his new role as Emeritus Professor in 2013 and beyond.

In 2012 the topics of discussion included:

- Mr Adam Bandt MP, Dr Andrew Leigh MP, and Professor Robert Manne on *The Future of the Left in Australia*
- Carmen Lawrence, Professor Richard Teese, and Professor Dennis Altman on *Education in Australia: The Struggle for Equality*; and Carmen Lawrence, Richard Teese, and Dennis Altman on *Is there a future for quality newspapers?*



Mick Malthouse with students

A LEADING DESTINATION FOR SPORTS-RELATED STUDY

La Trobe sees sport as a great opportunity to connect with our community and potential new students while creating a great collegiate atmosphere on our campuses. As a major industry in itself, sport is also a big source of careers for our graduates.

Our aim is to become a leading destination for sports-related study – the destination of choice for some of Australia's elite track and field athletes, swimmers, footballers, cricketers, netball and basketball players and others.

La Trobe offers some of the most sought-after qualifications in areas like sports journalism, physiotherapy, physical education and sports management. Our Centre for Sport and Social Impact carries out research into a wide range of sporting issues. La Trobe is also the centre for the Australian Baseball League, which has its diamond and grandstand on the Melbourne Campus.

In Bendigo, we play a major role in local sport through our sponsorship of the Bendigo Spirit women's basketball team and the Bendigo Bank Academy of Sport.

In 2012, a number of important developments increased the standing of sport at the University.

- La Trobe extended its relationship with Melbourne Heart Football Club, which trains and is administered at the Melbourne Campus. This second stage of the relationship, which



Melbourne Heart in action



Bendigo Spirit women's basketball team

began in 2010, has seen progress on a joint venture to develop an elite sports training and administration facility on the sports precinct of La Trobe's Melbourne Campus in Bundoora.

- AFL coaching legend, Michael Malthouse, joined La Trobe as a Vice-Chancellor's Fellow, playing a role in the University's sporting courses as well as its outreach activities to local schools. To coincide with this, the University established the Michael Malthouse Elite Sports Bursary.

ENGAGING WITH OUR COMMUNITIES

La Trobe University has strong roots in communities around Victoria. We sponsor the Bendigo Writers Festival and Bendigo Spirit Women's Basketball team, partner with Melbourne Heart FC, and work with local secondary schools in Australian Research Council projects. Through The La Trobe Award, we recognise our student volunteers, who donate time and effort to their communities. Our regional campuses are open for community film festivals and fairs. We are also heavily involved with governments and local bodies at all of our campuses.

Events and activities held during 2012 included:

- helping Trentham residents develop an urban structure plan. Students from the Bendigo Master of Community Planning and Development, and Bachelor of Urban, Rural and Environmental Planning courses, helped residents to determine the type and scale of growth in their town
- conducting a training workshop for Mildura Rural City Council as part of Anti-Poverty Week. Mildura first-year Social Work students looked at statistics and local issues affecting the community, 'Social Work in an Unequal World', where students study the complexity and impact of poverty and what it means in Australia and the developing world
- celebrating our community by joining national events such as National Reconciliation Week during which La Trobe University commemorated National Sorry Day with a ceremony at the Melbourne campus. On Monday 30 July we acknowledged the diverse student population at our Bendigo Campus by raising the Rainbow Flag to celebrate Pride Day.

BECOMING A SUSTAINABLE UNIVERSITY

Social and environmental sustainability, including the impacts of climate change, food security and human rights, are among the biggest issues facing the world today. As a university that aims to make a difference, La Trobe has a duty to contribute to the solution.

This means producing graduates who understand sustainability; it means applying knowledge to address the world's sustainability needs; and it means setting a good example through our own behaviour.

La Trobe's aim is to become a leading sustainable university in Australia and a sustainability leader internationally.

Our sustainability principles

La Trobe University will seek to develop responsible leaders, professionals and citizens by:

- **recognising** that sustainability encompasses economic, social and environmental dimensions
- **integrating** sustainability across all operations, curriculum and research
- **embedding** sustainability in the culture and practices of the University through the broadest engagement with staff, students, employers and partners in the community and in government
- **becoming** known as the leading sustainable university in Australia and a leader internationally.

In March 2012, La Trobe released its second sustainability report *Creating Futures*. Updating stakeholders on our progress thus far, and setting out the University's sustainability vision. The report outlines our commitment to embedding sustainability across the University. *Creating Futures* reports at Global Reporting Initiative's Application Level A+ and follows the Guidelines and the Accountability Principles Standard (AA1000APS).

It reports on 2011 performance against the targets and actions set in La Trobe's first sustainability report – the successful *Responsible Futures*.



Environmental sustainability researchers

Responsible Futures received the Best First Time Sustainability Report Award from the corporateregister.com global sustainability reporting awards and was a finalist in the 2012 Australasian Reporting Award's Sustainability Reporting – Public Sector.

The long-term changes we have put in place are now becoming tangible. We have a set of quantified targets to cut our Equivalent Full Time People Load (EFTPL) greenhouse gas emissions, energy consumption, waste going to landfill and paper use by 30 per cent and our water use by 10 per cent by 2020. We also aim to increase our recycling by 30 per cent also by 2020.

In 2011, we succeeded in meeting our targets for greenhouse gas emissions (down from 0.18 to 0.13 tonnes per square metre from 2010) and paper use (from 3.03 to 2.58 reams per EFTPL) and we continued to work towards our targets in all other areas.

La Trobe is now participating in the Victorian Government's Greener Government Buildings program – gaining new knowledge about our energy and greenhouse gas footprint and planning improvement works to reduce our environmental footprint substantially over the coming years. Intensive audits were undertaken

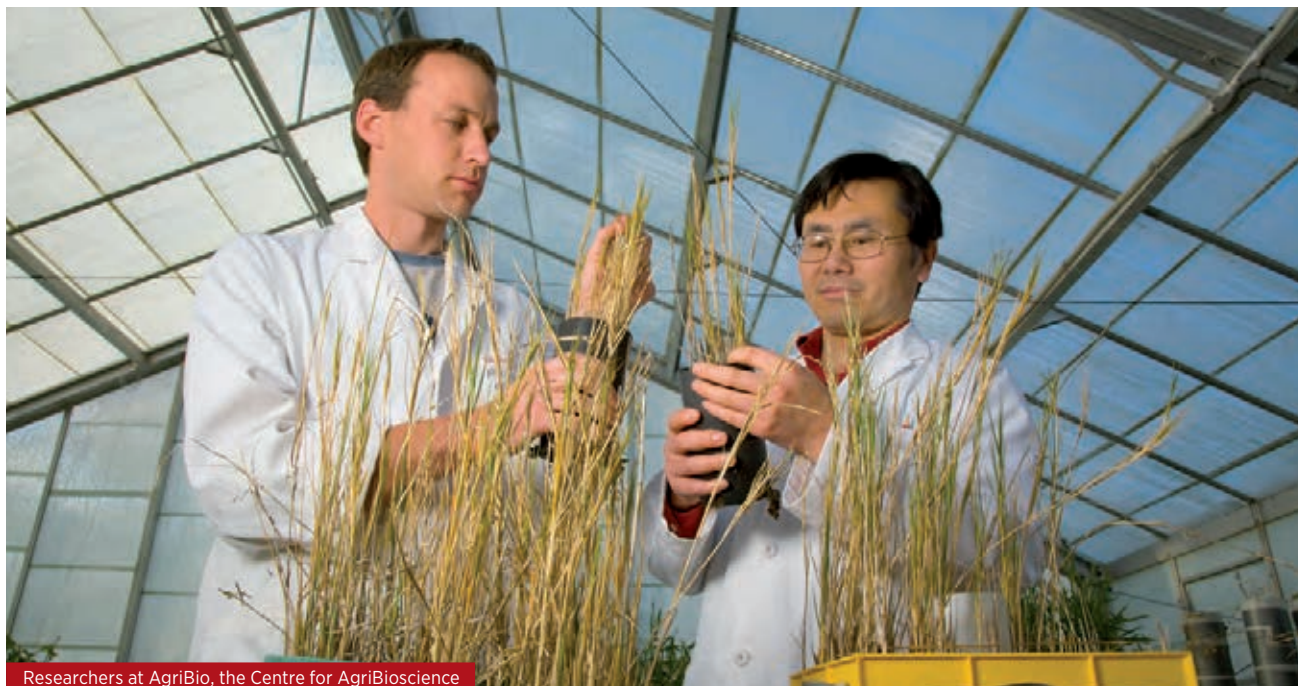
in 2012 to prioritise necessary infrastructural upgrades – the costs of which will be offset by future energy savings.

Becoming a sustainable university involves a lot more than reporting normal operational impacts like these. The University has also considered its role in society more broadly, with reference to sustainability in its curriculum, research and community leadership.

During 2012, we promoted sustainable and socially responsible behaviour in a number of ways, including purchasing new recycling bins to minimise waste and introducing sustainability and social responsibility principles into the University's investment strategy.

Following implementation of the *Commonwealth Government's Clean Energy Act* (2011) La Trobe is now directly liable for the carbon price (from the 2012 financial year onwards).

Our market research showed that employers want graduates who understand sustainability and who can apply sustainability knowledge and principles to business and policy issues. It also showed that students saw the importance of sustainability issues and skills but often did not link this to career opportunities.



Researchers at AgriBio, the Centre for AgriBioscience

La Trobe is addressing employer and student needs by building awareness of sustainability into what we teach and how we teach it, as well as the research we do and how we apply it.

In 2012, the major curriculum and research highlights were:

- continued development of research and coursework in sustainability-related areas in which we have recognised global excellence: food security; human disease and health; sport and human movement; ecology, water and sustainability; sustainability in the Asia Pacific; regional Australia; and human security.
- progress in building global sustainability perspectives into all relevant courses – part of the Essential Curriculum Features in the new La Trobe Teaching and Curriculum Framework.
- our new AgriBio facility opening, increasing our contribution to the health, sustainability and economic future of the Victorian agriculture sector.

The La Trobe Institute for Social and Environmental Sustainability continued to forge links between the research arms of the University and partner organisations in sustainability fields. The Institute ran a successful Academic Symposium – Advancing Sustainability in Education and Research – and a Business Forum – Sustainable Development: Beyond Carbon – in February 2012. It also ran a seminar series open to the public with events in Bendigo and Albury-Wodonga, and entered into a research partnership with Greening Australia (Victoria).

We continued to support our student groups to promote sustainability on campus, run their events in a sustainable way and attend relevant events outside the University. This year, our students attended the Fairly Educated Conference for Fairtrade Accredited Universities and held their own Fair Trade Expo on the Melbourne Campus. The Expo was visited by the then Federal Minister for Tertiary Education the Hon. Senator Chris Evans.

Further details of our sustainability initiatives can be found at:

latrobe.edu.au/sustainability



AgriBio Centre



Foyer, AgriBio Centre



Karen Dodd, Executive Dean of Health Sciences



Robert Nyamori, Associate Professor of Accounting



Jeremy Wah, Manager of Commercial Development

OUR STAFF

La Trobe staff are critical to the success of the University. Provisional data for 2012 shows that La Trobe employed around 2,066 full-time and 534 part-time Full Time Equivalent (FTE) staff. There were approximately 1,183 academic staff and 1,416 professional staff (FTE).

Our goal, as outlined in *Future Ready: Strategic Plan 2013–2017*, is to provide staff with the opportunity to do their best, whether their strength is teaching, research or administration. Our staff will be highly motivated, creative and ground-breaking, willing to act and be held accountable for results. They will be people who pursue new ideas and who want to create knowledge afresh. They will be recognised for high performance and expect high performance from those around them.

Risk-taking, creativity and innovation in teaching and research will be supported and encouraged. We will promote our existing and new academic staff to excel in three ways:

- expecting, helping and rewarding them to become 'established, productive researchers' who are involved in research collaborations and commercialisation projects
- creating a pipeline of new research-intensive staff by attracting more postgraduate research students and ARC Early Career Researchers
- recognising excellent teaching and creating opportunities for great teachers to succeed.

To fulfil our strategic plan we need to pursue the highest standards in teaching and research, and a crucial element of this is good planning and performance management. That is why we have improved our people management systems in 2012, including the Academic Workload Planning System and the Performance Development and Capability Frameworks

Our new system – Career Success – builds on the previous system with a stronger emphasis on conversations about careers and capability development and incorporates the University's probation process and performance improvement plans. Career Success was implemented at the end of 2012 in preparation for the 2013 academic year. This system supports the *Future Ready: Strategic Plan 2013–2017* and will play an important part in supporting the achievement of individual and University goals.

In 2012, we continued to hold our annual Family Days to help parents entertain their children during the school holidays, allow children to see their parents' workplace in a positive light and demonstrate that La Trobe provides a family-friendly working environment. The events were held in Melbourne and Bendigo and staff were invited to bring their children from toddler age to early teens. Lunch was provided and a range of activities involving games, art, sport, music, science and nature catered for children of varying ages. Activities were hosted by our faculties and demonstrated the wide variety of resources available at the University.



Dr Gwenda Tavan

Inspiring affection

Senior Lecturer in History, Dr Gwenda Tavan, was herself a high-achieving secondary student from the northern suburbs of Melbourne when she first attended La Trobe in the 1980s.

The first in her family to go to university, Dr Tavan achieved the necessary Year 12 score to get into any university in the state, but chose La Trobe over others. To her, La Trobe has always had an extremely welcoming and relaxed feel. She's developed a great affection for the place, staying on to create an academic career and become a much-liked and respected lecturer and teacher.



Alumni Award winners 2012 with the Chancellor

OUR ALUMNI

A university's reputation is built on the success of its graduates and the stories they tell the world. We have graduated more than 154,000 students since our beginnings in 1967, and the University is extremely proud of its achievements. La Trobe has had many students who are now leaders in their fields and who have left deep and positive impacts on Australian environmentalism, science, politics, business, the arts and writing.

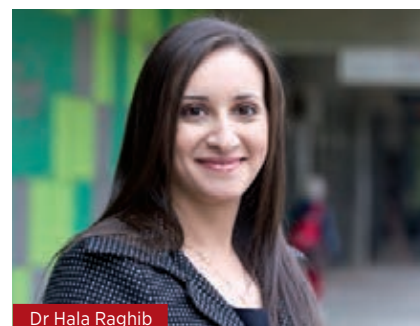
In 2012, three of our alumni – AFL head, Andrew Demetriou, BA (1982), Dip Ed (1983); industry superannuation leader, Garry Weaven BEc (1970), Dip Ed (1971); and climate science advocate, Dr Tim Flannery, BA (1977) – were listed on the Power Index list of influential Australians.

La Trobe has begun a new campaign to more closely engage all of our alumni. During 2012, University events have been celebrating our distinguished graduates' contribution to Australia.

Our Alumni Lecture for 2012 was presented by Joe Nieuwenhuizen, General Manager of the Law Institute of Victoria, who spoke on 'Professional Misconduct: Lawyers on the Edge'.

Our Distinguished Alumni Award winners were:

- author, **Don Watson**, BA (Hons), (1970), who penned Paul Keating's landmark 'Redfern Address', which has left such a lasting mark on the nation's moral constitution
- former ACTU Secretary, **Bill Kelty**, AC, BEc (1969), one of the architects of the 'Accord' process that transformed the Australian economy in the 1980s and 1990s
- industry funds manager, **Garry Weaven**, BEc (1970), Dip Ed (1971), co-designer of Australia's compulsory superannuation system
- public servant, **Terry Moran** AC, BA (Hons) (1972), former Secretary of the Department of Prime Minister and Cabinet
- Businesswoman and public servant, **Elizabeth Proust** AO, BA (Hons) (1974), former head of the Victorian Department of Premier and Cabinet
- Environmentalist, **James Thomas**, BSc (1995), whose work protects endangered species in Papua New Guinea and elsewhere.



Dr Hala Raghieb

The La Trobe Young Achiever Award winner (for young alumni) for 2012 was Dr Hala Raghieb, BMedSci (2002), MBA (2010), for her work developing a new system for animal-free drug testing.

OUR DONORS

Our donors and supporters have played an important role in building our past and shaping our future. La Trobe has received over 2,200 gifts from our supporters over the past 40 or more years. Some of these, like our inspiring art collection established in 1966, hark back to the days before the Melbourne Campus opened its doors and continue to grow to this day for the benefit of all our students.

Other gifts have a more contemporary flavour, like the laptop computers provided to students needing support with the cost of their education, an initiative made possible by the generous support of the Collier Charitable Fund and Dell Computers.

These are just two of many great stories. More information is contained in *Shaping our future: Celebrating over 45 years of giving (1967–2012)*.

Some of our major donors include:

- **Olga Tennison**
Autism research
- **Bendigo and Adelaide Bank**
Scholarships
- **John Richards**
Rural aged care research
- **Richard Guy OAM and Claire Guy**
Scholarships
- **Andrew Fildes**
Speech pathology clinical placements
- **The Manton family**
Scholarships

INAUGURAL ANNUAL GIVING APPEAL

After its establishment in 2011, the Alumni Office this year held its first ever Annual Giving Program Appeal.

The Appeal's goal is to create a culture of philanthropy by raising funds for scholarships and other activities that support the University's mission. The Appeal exceeded its opening target, with generous donations from alumni and University Council members, as well as teaching, research and administrative staff. These gifts have been used to fund a range of scholarships for indigenous, low socioeconomic status, high-achieving and Bendigo-based students. Our aim is to grow the fund over the coming years, making it an important addition to our fundraising activities, consistent with the University's desire to establish closer contact with its alumni and the communities it serves.



Olga Tennison and children



Olga Tennison Autism Research Centre

A generous gift from a grandmother and family touched by autism

Research shows that one in 100 children are affected by an Autism Spectrum Disorder (ASD). For grandmother Olga Tennison, her beloved grandson was that one.

Like many family members affected by ASD, Olga wanted answers on how she could help children with autism and increase their potential for a better life. Her questioning led her to prominent ASD researcher, Associate Professor Cheryl Dissanayake, from La Trobe University.

So impressed was Olga by Professor Dissanayake's credentials and vision that she gave \$500,000 to establish the Olga Tennison Autism Research

Centre (OTARC), Australia's first centre dedicated to ASD research.

Since then Olga has increased her support with further donations which currently total A\$2.3 million. More than a major donor, Olga is an active patron and passionate advocate for the families of ASD children and for the important research that is being carried out at the Centre.

Importantly, she has inspired others to the cause, with the following initiatives made possible by Olga's generous gift:

- the Victorian Autism Specific Early Learning and Care Centre (ASELCC)
- educational campaigns to increase ASD awareness among health practitioners and the public
- opportunities for student-based research and mentoring programs
- ASD research projects



Researchers at the Olga Tennison Autism Research Centre

Our campuses



Melbourne Campus



Emu at the Wildlife Sanctuary

La Trobe began as a single campus in Melbourne's northern suburbs at Bundoora. In the 1980s and 1990s we redefined the University through new relationships, especially in country Victoria.

We are now a multi-campus university and the largest provider of higher education to Victoria's regions. In addition to the Melbourne Campus in Bundoora, we have campuses in the Melbourne central business district, Bendigo, Albury-Wodonga, Mildura and Shepparton.

In the tradition of the world's great campus universities, La Trobe's aim is for its campuses to be vital intellectual centres of the communities they serve. We want them to be places which draw in people for an intensive intellectual and cultural experience. We want them to be places where ideas matter, where learning has a real sense of purpose, and where people are provided with the philosophical equipment they need to go out into the world to make their mark.



The Agora, Melbourne Campus

Our goal is to continually improve the student experience and to draw students to our campuses, even on the days when they have no formal classes to attend. As part of our strategic vision, new plans are being developed to further enliven public spaces like the Agora, libraries, our student unions, bars and halls of residence.

MELBOURNE – AND THE CLASSICAL UNIVERSITY IDEAL

La Trobe is of obvious classical conception. Its architects knew a thing or two about the Greek and Roman world.

The social hub of the Melbourne Campus, the Agora, is not only named after the commercial and administrative centre of ancient Athens, it is also planted with a type of plane tree, making it pleasant and shady – a tribute to the Athenian Agora as planted by Kimon, statesman of the Athenian democracy in the 5th century BC.

The University also boasts a 'Greek' theatre, an open air performance space built into a natural slope just like its classical Greek predecessors.



Simpson Lawn, Melbourne Campus

As students and staff hurry around the campus, their passage is aided by the level 2 walkway – named the 'peribolos' in the Greek style – which links most of the University buildings.

When you put these things together, what you get is the feel of the modern equivalent of the great campus universities of the world – a place for people to meet, think, create and debate as preparation for making a valuable contribution to our democracy and the world around us.

BENDIGO

La Trobe University Bendigo Campus is situated on 33 hectares in the vibrant regional city of Bendigo.

The Campus' major areas of teaching and research are health sciences, education, science and humanities. This year, we added new courses, including Strategic Communication and Exercise Physiology, and our industry-integrated IT cadetships program. Important academic successes for the year included Sarah Carminati becoming the fifth La Trobe student in eight years to win the Victorian Student Pharmacist of the Year Award, and wins in two categories for our Community Planning and Development courses at the Planning Institute of Australia's annual Victorian awards.

With increasing numbers of students, new facilities, and stronger community engagement, we are advancing towards our goal of making Bendigo a 'university city', and this year saw us pass some important milestones on that journey.

- Our mid-year enrolments reached 5,000 students for the first time.
- We completed three new buildings that have raised teaching and research capacity and added significantly to the quality of the campus experience: the Clinical Teaching building at Bendigo Health; the Health Sciences building on the campus itself; and the new 200-bed Hillside Apartments student accommodation. We also expanded our library and began work on a new student dining room.

We continued to offer new educational opportunities for Bendigo residents. Our new Tertiary Enabling Program commenced, building a bridge between early school leavers and the University, and two new regional schools in East Lodden and Wedderburn joined our Infinity Awards School Outreach Program. Our events have played a big part in the life of Bendigo, with a number of highlights:

- 16,000 visits to the University's Visual Arts Centre
- participation in the inaugural Bendigo Writers Festival
- hosting the Students of Sustainability Conference, which saw hundreds of students from across the country camping on our college grounds and conferencing for a week on big environmental issues.



Bendigo Campus

By continuing to improve our facilities and increase enrolments, we will play an important role in helping the University reach the objectives of its Future Ready strategy.

Bendigo Writers Festival

In August 2012, La Trobe was a major sponsor of the inaugural Bendigo Writers Festival – a great expression of the University's commitment to debate and to literature and an unrivalled way to connect with the local community.



Bendigo Writers Festival

The University was delighted to be associated with the many top writers who took part in the event, including David Marr, Alex Miller, Ita Buttrose, Kerry Greenwood, Gideon Haig and La Trobe alumnus Don Watson.

One of the chief organisers of the festival was Dr Sue Gillett – Senior Lecturer in the School of Communication, Arts and Critical

Enquiry – who launched her first book of poems at the festival.

The Festival provided the opportunity to highlight La Trobe's terrific suite of creative writing courses, which students can take as part of the BA, including Screenwriting, Scriptwriting, Fiction Writing, Poetry Writing and Writing for the Internet.

ALBURY-WODONGA

The Albury-Wodonga Campus, on the Murray River, is located at Australia's largest inland regional centre, with the Riverina and Australian Alps at its doorstep. This thriving region provides a wide range of employment, sporting, leisure, cultural and entertainment opportunities – a great place to live, as well as to study. With ready access to University-wide resources and personalised support and tuition from dedicated staff, the Albury-Wodonga Campus has much to offer.

The Campus provides a number of unique courses and modern facilities. All five La Trobe faculties are represented and the Campus is home to significant research expertise in areas such as freshwater ecology, resource management and ageing in regional communities.

The Murray-Darling Freshwater Research Centre (MDFRC) is a research joint venture between La Trobe, the CSIRO, the Murray-Darling Basin Authority and the Federal Government's Department of Sustainability, Environment, Water, People and Community.



Brian Grogan building, Mildura Campus

The MDFRC generates research into the environmental management and assets of the Murray-Darling Basin. What better place to locate this major research than in the river communities of Albury-Wodonga and Mildura, both sites of La Trobe University campuses.

The Albury-Wodonga Sustainable Living Fair was hosted by La Trobe once again in 2012, in conjunction with the Campus' open day. This event responds directly and positively to our changing world and is a great example of our community partnerships.

MILDURA

Situated in the central café area of Mildura, La Trobe University offers a great educational experience to people of the region, which is noted for its horticultural industries, Mediterranean climate and slow-food culture.

Our major areas of teaching and research include nursing, social work, allied health, education, business studies, accounting, the arts and research through the Murray-Darling Freshwater Research Centre (MDFRC). The MDFRC was formed in 1986 to generate and communicate the knowledge required to manage freshwater aquatic ecosystems in the Murray-Darling Basin. In 2006, La Trobe together with CSIRO and the Murray-Darling Basin Authority formed an incorporated joint venture to run the Centre's two laboratories which are based at La Trobe's campuses at Albury-Wodonga and Mildura. Currently 40 research, technical, field and administrative staff work at the Centre, with areas of expertise including macroinvertebrates, biogeochemistry, fish

ecology, floodplain vegetation, floodplain ecology and microbiology.

During the Centre's 26 years it has produced 441 refereed scientific articles and in 2012, MDFRC will produce approximately 15 per cent of the Faculty of Science Technology and Engineering's external income.

The freshwater science generated by the MDFRC is required to achieve the objectives of the Basin Plan, particularly the commitment to use the best available science and adaptive management.

In order to support implementation of the Basin Plan the MDFRC seeks to generate, synthesise and communicate the knowledge required to:

- support the adaptive management of environmental water allocations
- manage risks associated with significant water quality events (for example, hypoxic blackwater)
- build the ecological research capacity necessary to inform future water policy.

The Centre participated in 45 important research projects in collaboration with our university, scientific, government and industry partners in 2012. These included:

- the CSIRO Cluster on Ecological responses to altered flow regimes, which is developing the science needed for improved environmental monitoring and modelling tools for the Murray-Darling Basin
- the Living Murray Icon Site Condition Monitoring for the Lindsay-Mulcra-Wallpolla Islands sites



Mildura Campus

- the Farms, Rivers and Markets Project: Catchment Scale Demonstration of Integrated Water Management, which is part of a major study which aims to assist Australian farmers to do more with less water
- implementing the Darling Anabranch Adaptive Management Monitoring Plan, which monitors ecological changes to the river and its environs following the opening of a major new pipeline in 2007
- monitoring dissolved oxygen and water quality around the Barmah Millewa Forest.

The floods in the southern Murray-Darling Basin in 2010 – 2012 provided opportunities to examine the response of rivers and wetlands and build on our long-term research on droughts and hyperdroughts.

In 2012, we increased our contribution to local education, graduating 85 students – our highest award number to date. We also awarded our first round of Foundation Scholarships – ten awards of \$3,000 each for new university students – and held our inaugural Prizes and Scholarships evening. To widen the pipeline of future students from the region, we launched our new Tertiary Enabling Program for second-chance students.

We commenced new courses, including a new Postgraduate Certificate in Indigenous Family Therapy, which symbolises the Campus' strong role in providing educational opportunities to the Indigenous community.

Our local community engagement efforts included opening our facilities to the town for art exhibitions and film screenings, and participating in Mallee Family Care's Chances for Children Program, which seeks to lift the educational achievement of disadvantaged local children.



Students at Shepparton Campus

SHEPPARTON

The Shepparton Campus is based around our new iconic and architecturally-designed building.

With just over 500 full and part-time students, including many mature-aged students, the Shepparton Campus is a friendly community where students receive personalised attention from their course coordinators and staff.

Our Campus has a number of academic strengths that mesh with the needs of the local community. For instance, the Faculty of Business, Economics and Law has strong relations with local companies, and our accountancy and related degree graduates can be found working in many local businesses. Similarly, local health services and schools provide employment to many of our nursing and education graduates.

We also play an important national role, through courses like our Graduate Diploma of Education (Middle Years) which is taught online by the University's Shepparton-based academic staff.

This year, we continued to build strong relations with the local community, by sponsoring the Shepparton Arts Festival,

holding our highly popular public lectures, and establishing new school partnerships, such as that recently established with McGuire College.

FRANKLIN STREET, MELBOURNE

Franklin Street, Melbourne Campus currently offers postgraduate health sciences, law and management courses and is home to several research centres.

The Australian Research Centre in Sex, Health and Society is a social research centre into sexual and reproductive health, HIV and hepatitis and social health. The Centre also offers postgraduate study through research degrees at the Masters and Doctorate levels.

The Palliative Care Unit provides health promotion education and training, community development, direct service and research for clinical palliative care and related service providers throughout Victoria. It also offers research supervision in a number of areas of palliative care.

Mother and Child Health Research (MCHR) is a multidisciplinary public health research centre that addresses the social and medical aspects of health and care for mothers and infants.



City Campus, Collin Street, Melbourne

COLLINS STREET, MELBOURNE

From 2013, La Trobe University will operate from new premises in the heart of Melbourne at 360 Collins Street. The City Campus has been equipped with the latest innovations in educational design and learning and teaching technology. The Business School will offer its MBA and a range of postgraduate courses, as well as bespoke Executive Education courses, from this Campus. Other faculties will also begin to offer courses from the city location.

Our faculties



Postgraduate business students

FACULTY OF BUSINESS, ECONOMICS AND LAW

The Faculty of Business, Economics and Law (FBEL) is made up of the La Trobe Business School, La Trobe Law School and the School of Economics and is the product of significant restructuring and repositioning in 2012.

In the great tradition of La Trobe, our courses are based on the principle that, 'tomorrow's challenges need responsible leaders who have a complete perspective'.

In 2012, we continued to develop FBEL by building on our long-term strengths, consolidating new courses, establishing new degrees, and delivering all our courses with greater flexibility.

Our aim is for FBEL to contribute around 50 per cent of La Trobe's planned 6,000 EFTSL growth over the next five years. With an increase of fee-paying domestic and overseas postgraduate students to between 25 to 30 per cent over the next decade. The Faculty will be giving a particular priority to increasing the number and proportion of fee-paying domestic postgraduate students.

A new home for our Business School and a new MBA

One of the most exciting developments has been creating the new La Trobe MBA, which commenced in July 2012.

From 2013 the new MBA will be delivered at the new Collins Street, Melbourne City Campus.

It is an innovative new-generation course that integrates business knowledge and social responsibility with practical skills.

The new Collins Street location will enable the La Trobe Business School to offer the MBA, other postgraduate programs and Executive Education from 8am to 10pm, seven days a week. Evening lectures and tutorials, weekend and intensive block classes, intensive summer semesters, and online delivery will provide students with the flexibility they need.

Our new MBA will feature comprehensive personal and professional skills development components, including international study tours, an e-portfolio and an exhilarating and realistic boardroom simulation exercise.

Crucially, as well as having strong credibility with the business community, the new MBA will also continue to embody the La Trobe ethos of social responsibility. It encompasses the UN-backed *Principles for Responsible Management Education* and in 2012 was once again awarded a five-star rating by the Graduate Management Association of Australia and ranked in the top 100 in the Aspen Institute's Beyond Grey Pinstripes list of MBAs that encourage social and environmental stewardship.

What makes a leader effective?

The most current research suggests that effective leaders assemble a collection of leadership capabilities and styles, which they flexibly deploy in response to a situation as it unfolds. In addition, research on managers shows that the complex elements underpinning effective leadership are both in-born and developed. Intensive experiences of hardship, personal challenge and coaching provide fertile environments for managers and leaders to experiment, self-reflect and develop individual leadership capabilities. The La Trobe MBA Boardroom Simulation is an intensive professional development experience that encapsulates all of these elements.

The Simulation is run over a weekend. It begins with a team briefing on the task – which is to develop a comprehensive business strategy based on a real-life, topical business scenario. It culminates with each team presenting a fully developed strategy to the 'Company Board'. The 'Board' consists of experienced industry executives and current board members, who give feedback during the exercise and who ultimately decide which team's strategy will be adopted, and which team will lead it.

Throughout the weekend, an experienced leadership coach provides guidance to the MBA students around their individual behaviour and progress towards their leadership development goals.



Students in Library, Melbourne Campus

Business and economics courses with a difference

In 2012, our business and economics courses have continued to offer a distinctive La Trobe approach to all matters business, financial and economic.

In the post-GFC world, and a world affected by climate change, governments and businesses are looking for managers and economists who can see the full picture and only behave with greater ethical certainty. To provide this, all of La Trobe's business and economics subjects offer global perspectives and provide opportunities to observe world economic conditions through overseas study tours.

Our Bachelor of Economics students, for example, can now study Resource and Environmental Economics – which provides tools to analyse and help solve the many environmental problems facing society – as well as subjects relating to the important topic of globalisation.

2012 was also the second year of our Bachelor of Politics, Philosophy and Economics – the only degree of its kind in Australia, and one made famous by Oxford University.

With its combination of subjects like Macroeconomics, Critical Thinking, Great Philosophical Ideas, The History of Modern Political Thought, and Doing Politics, it is bound to be a big future drawcard for those

interested in a career in politics and public policy, or whose ambition is to be another of La Trobe's renowned public intellectuals.

Twenty years of Law

In 2012, La Trobe Law School completed its first 20 years of legal education. The School has been an incredible success story for the University. From small beginnings, with an intake of 70 students, it now has more than 1,200 undergraduates, and a growing contingent of international students from Thailand, Vietnam and Germany in its postgraduate Global Business Law course. In January 2012, the School was ranked at world standard in the ERA research rankings for its staff publications, which stretch from public interest law and human rights to corporate governance and commercial law.

The School is known for its innovative curriculum and strong commitment to social justice and interdisciplinary inquiry. It encourages its students to consider the law in its broader social, political and economic context, critically evaluate its impact and make recommendations for its reform.

It is the only law school in Australia with Dispute Resolution as a stand-alone compulsory subject in first year.

A new core subject – Statutory Interpretation – was also introduced in 2012 in response to demands from the profession.

Other highlights include the School's practically focused courses which are designed to make graduates work-ready at the completion of their degrees:

- the Judicial Mentoring Program, which allows students to shadow members of the judiciary, seeing close-up how the judicial system operates and conducting research into cases
- the Communication and Advocacy Skills subject, with its case preparation and high-pressure moot courts
- the five award-winning clinical programs in Melbourne and Bendigo, which provide students with practical experience in legal practice, a chance to contribute to the delivery of justice, and credit points towards their degrees.

Our Law School also produces graduates with a global perspective on the law. In 2012 we offered 23 global business law subjects to undergraduate and graduate students, ranging from Chinese Business Law and Practice, to International Human Trafficking, Islamic Jurisprudence and USA Anti-Trust Law and Economics. Some of our students spent between six and twelve months studying with one of our exchange partners in Canada, the USA, South America, Europe or the UK. Some of those interested in the Chinese legal system were able to participate in our Introduction to Chinese Law program in Shanghai, which is held each January.



Postgraduate Education students

FACULTY OF EDUCATION

From early childhood to Year 12, education is now a major area of community need and government interest.

LaTrobe is playing a lead role in helping reach the nation's education goals through:

- its high quality degrees
- the quality of its graduates
- the relevant research it undertakes
- its absolute determination to raise the status of teaching in the community.

The community is responding with rapidly rising enrolments and interest in our education courses.

In 2012, the Faculty enrolled 2,533 students (EFTSL), an increase of 4.6 per cent on 2011, and an increase of 47 per cent since 2005. This represents a major contribution to Australia's teacher supply.

Our strength lies in our belief in the liberating potential of education and our determination to improve the standing of the teaching profession and raise the quality of the teaching it provides.

We want to empower teachers through research that explores how teaching methods, curriculum, student behaviour, leadership and other factors actually work in real educational situations. Education is one of the University's original disciplines. It is renowned for its innovative approach to teaching and research, and its outstanding undergraduate and postgraduate degrees.

The Faculty offers courses across LaTrobe's campuses. Its largest academic units are located in Melbourne and Bendigo, with additional units in Albury-Wodonga, Shepparton and Mildura. All our degrees in education are undertaken with a local community focus.

More effective maths and science teaching

Evidence shows that the most important determining feature of a child's success in maths and science is the quality of the teaching provided. The Faculty of Education – in conjunction with the Faculty of Science, Technology and Engineering – has this year designed a project to retrain Australia's maths and science teachers using the expertise of both faculties.

Research in a real school environment

One of the Faculty's most exciting recent developments was the formal launch of our partnership with Charles LaTrobe College (CLTC) – the secondary school located adjacent to our Melbourne Campus. LaTrobe's partnership with CLTC holds hopes of great advances in bringing schooling and teacher education more closely together and in building aspiration in school students to attend a university.

The next phase of this partnership involves CLTC becoming a 'Teaching School', annexed to the Faculty of Education. Its teachers will become adjuncts of the Faculty; some of the Faculty's courses will largely be taught in the school; and teaching techniques and curriculum effectiveness will be assessed using the latest technologies.

By assessing the interrelationship between teaching and student outcomes, the Faculty's researchers hope to deepen our understanding of the education process and the role of teachers in student success.

This is just one example of the sorts of partnerships LaTrobe has developed with schools around our campus communities. Some of these schools are helping us by participating in ARC projects into improving school performance. Schools are also integral to the placement of our students for their practical experience. This close link with schools is one of the ways LaTrobe is demonstrating its practical commitment to its communities.

Educating specialist teachers

To improve results in its schools, Australia needs to better engage with youth who are from disadvantaged backgrounds or who have special needs. To address this priority, La Trobe has created a new Bachelor of Outreach and Community Education.

The degree, designed to involve work in a community education setting as well as in mainstream schools, will give educators joint qualifications in teaching and social work, preparing them to teach children with a range of needs such as drug rehabilitation, homelessness or challenging behaviours.

Flexibly delivering new qualifications

Improving Australia's teaching quality requires a range of modes through which learning can be undertaken. To address this, the Faculty has designed courses that are delivered flexibly to meet the needs of busy members of the teaching profession or prospective teachers.

These include three qualifications that are delivered almost wholly online:

- Graduate Diploma in Education (Middle Years – Shepparton Campus)
- Master of Teaching (P-12 – Albury-Wodonga Campus)
- Master of Special Education (Bendigo Campus). One of the Faculty's aims is to make teaching qualifications more accessible, and these courses will help lead the way.

Creating a new early childhood education workforce

National policy is to radically expand the number of tertiary-qualified early childhood educators. La Trobe has extended the reach of its popular Bachelor of Early Childhood Education by developing a new fully online Bachelor of Early Learning course for those who are partially qualified and require a full qualification.



Education students participating in environmental fieldwork

Increasing the supply of trainers of trades

La Trobe is a significant educator of mature-age students and we specialise in providing career-change opportunities. In fact, a large proportion of our teaching graduates are mature students looking for more satisfying careers. A great example of our efforts is our Graduate Diploma of Technology Education, which offers tradespeople credits for their existing trade qualifications, experience and skills towards teacher-training qualifications. In 2012, this Graduate Diploma helped 64 former tradespeople prepare for a new career in teaching.

Attracting high achievers to teaching

In the Faculty of Education, we are focused on raising the status of the teaching profession as a necessary step towards becoming a more knowledgeable society for the 21st Century. One part of this is attracting more high-achieving school graduates into the profession. With this in mind, in 2013 we will be offering eight Dean's Scholarships to school leavers with high Australian Tertiary Admission Ranks (ATARs) who want to become teachers.

Leading the field in outdoor and environmental education

The Faculty continues to be a leading provider of outdoor and environmental education. Students develop expertise and in-depth understanding of some of the most remarkable learning environments on the planet, ranging from the forests and mountains of the Murray-Darling Basin to remote areas in Tasmania and the Kimberley. Specialist guides and educators who have graduated from La Trobe's Outdoor and Environmental Education professional courses can be found working not only in school outdoor education programs across the country, but in locations ranging from the Sudan to Canada, in a wide spectrum of occupations, including emergency services, conservation management, and indigenous services.



Students in Outdoor and Environmental course

FACULTY OF HEALTH SCIENCES

As global populations get older and wealthier, there is a requirement for an increase in the quantity and scope of health care. This represents a major opportunity for health educators the world over, and the La Trobe Faculty of Health Sciences is expanding its offerings and remodelling its curriculum and research to respond.

Through our research, La Trobe is helping Australians (and indeed the world) plan for the big challenges of the future by designing sustainable and appropriate services to address the issues affecting our rapidly ageing population. In 2012, the Faculty of Health Sciences succeeded in obtaining significant grants that will further this effort. These grants included an international ARC Linkage grant with partners from two Australian states and from the University of Alberta in Canada. The grants will allow the Faculty to explore the systems that best support the health and wellbeing of older people in rural communities, which are facing problems associated with ageing on a greater scale than elsewhere. This project is led by Professor Jeni Warburton and researchers at the John Richards Initiative, at the Albury-Wodonga Campus.



John Richards with colleagues

Our degrees develop job-ready and world-ready skills and prepare our graduates for rewarding careers. Our courses educate health professionals in areas covering allied health, rehabilitation, counselling, social work, dentistry and oral health, health management, human biosciences, nursing, midwifery, paramedicine and public health.

Our work helps improve the lives of elite athletes through our world-class human movement and sports science courses and the lives of older Australians through



Rural Health School, Bendigo Campus

our chronic disease management and community-based care courses – training professional staff, designing care models and undertaking medical research.

Our Faculty is going from strength to strength as it targets these new societal health care needs. A total of 7,001 students (EFTSL) enrolled in the faculty in 2012 – a six per cent rise over 2011. In fact, our student enrolments rose in all categories except for postgraduate commencements (which only dropped by 4 per cent). Undergraduate commencements were a solid growth area, with a 13 per cent increase on 2011 numbers. Also, commencing Higher Degree by Research Student numbers increased from 29 EFTSL in 2011 to 37 EFTSL in 2012 (a 26 per cent rise). This included our four new graduate assistants.

New Rural Health School

One of the biggest problems facing Australia at present is providing quality healthcare to our rural communities in the face of ageing rural populations and chronic shortages of rural health professionals. Helping to tackle this problem is the job of the La Trobe Rural Health School (LRHS), which offers courses in dentistry, oral health, paramedicine, physiotherapy, occupational therapy, podiatry and speech pathology across our regional campuses, taught in a way that is relevant for regional Australia.

Since 2010, the LRHS alone has increased its EFTSL by 42 per cent, and this figure is forecast to grow further by 2015 – to an overall increase of more than 871 EFTSL in just five years.

To cope with this growth, in 2012 work continued on the new \$75.9 million LRHS which is due to open in early 2013. The new facilities consist of three related construction projects:

- the Health Sciences Building on the University's Bendigo Campus
- the Clinical Teaching Building on Bendigo Health's campus
- the expansion and refurbishment of the School of Dentistry and the expansion and refurbishment of Oral Health, also on Bendigo Health's campus.

The new facilities will add much-needed new capacity to the School, including new flexible clinical teaching environments, learning and research space, an additional ten dental chairs and state-of-the-art medical simulation equipment.

In addition, the University has created new accommodation for LRHS students across the region, with the addition of 117 beds, including 60 in Bendigo that will be used by regional students.

The Hume Clinical Simulation Learning Centre

The Hume Clinical Simulation Learning Centre, which operates out of La Trobe University's Shepparton and Albury-Wodonga campuses, provides simulation education for healthcare professionals using high-fidelity manikins (called Sim Man 3G and SimMom) and actors. The Centre gives healthcare professionals and students simulation experiences to improve and refine their clinical skills and practice. It also provides a mobile service where simulation education is delivered in the workplace.

A whole range of medical scenarios and emergencies can be simulated by the unit, including:

- managing patients with aggression or dementia
- developing communication skills for dealing with difficult clients and holding difficult conversations with families
- practising interview techniques
- basic and advanced life support
- recognition and treatment of anaphylaxis
- anaesthetic emergencies
- obstetric emergencies.

New curriculum

The nature of our subject matter means that health sciences education already incorporates the sort of practical, career-focused learning currently being implemented in other La Trobe faculties. Today we are trying to take that learning to more people through new curriculum units that can be delivered flexibly here and overseas to busy health professionals who need to upgrade their skills.



The Movement Laboratory, Melbourne Campus

In 2012 these included:

- introducing revised Master of Nursing and Master of Midwifery courses, offering flexibly delivered subjects, a choice of specialty pathways for specific industries, and the option to exit early and receive a Graduate Certificate or Diploma
- a new Nursing and Midwifery Continuing and Professional Development Program, providing practical and engaging content via flexible modes, including face-to-face, online and on-site, via short courses, single subjects, webinars and workshops.

In addition, the School of Nursing and Midwifery finished implementing its Clinical School Model, which fully immerses the School's curricula and research within a clinical context. This method of health teaching promotes clinically relevant research and practice change, and provides opportunities for educational innovation such as simulation and student supervision conducted by practising clinicians.

Internationally, after a six-year gap, the School of Nursing and Midwifery resumed nursing education in China by offering – in partnership with the Chinese University of Hong Kong, the Singapore Nursing Board and the Singapore Nursing Association – the La Trobe Bachelor of Nursing (Post Registration) Degree in Hong Kong. Discussions are currently in progress to extend this collaboration to include postgraduate, short course and research across the School and Faculty.

Human Movement and Sports Science

There is a growing demand for health and fitness professionals across the world, and to meet this demand La Trobe has introduced a new discipline and new degrees – the Bachelor of Health Sciences and the Master of Exercise Physiology, both taught at the Bendigo Campus. The new courses have necessitated major new investments in state-of-the-art equipment and facilities that will be put to good use in reinforcing La Trobe's engagement with a wide variety of local community groups, such as Bendigo Health, the Bendigo Bank Academy of Sport, Bendigo Pioneers, Bendigo Spirit and local schools.

Dentistry and Oral Health

December 2012 marked the first graduations from La Trobe's Bachelor of Health Sciences in Dentistry, bringing to fruition many years of planning and many millions of dollars in investment in modern teaching facilities and student accommodation by La Trobe and state and federal governments. Our dentistry students are paying back that investment, providing \$6 million of treatment by the end of 2012 to public patients across Victoria, including residential care and disabled patients. It is the finest way possible to demonstrate our determination to be relevant to the communities we serve.



Bachelor of Arts student

FACULTY OF HUMANITIES AND SOCIAL SCIENCES

For the Faculty of Humanities and Social Sciences (HUSS), 2012 was a year of major transition in which we have embarked on a strategy to return the Faculty to its place among the top 100 ranked humanities faculties in the world.

We are undertaking an organisational restructure to address changing patterns of student demand for humanities subjects. This process involved significant staff and student consultation but was nonetheless very controversial. Having worked through the change process, the result is a streamlined and refreshed set of humanities and social sciences courses. From 2013, the Bachelor of Arts degree will offer more than 400 subjects in any one year and up to 560 subjects over a two-year cycle. Students will have flexibility and choice in the new degree structure.

Our humanities courses have always been among the liveliest in the nation, featuring some of Australia's most controversial and influential thinkers. From 2013, we will build on our strengths, offering new subjects and new ways of learning and teaching that fully reflect La Trobe's commitment to global citizenship. This will involve major changes to the way the Faculty operates, and will reflect extensive market research among students, their parents, academic staff and employers. The essence of what our Faculty has always aimed to do remains unchanged: put theoretical knowledge to the service of societal need and graduate careers.

A 'new BA'

2013 is the first year the reformed BA will be offered. It will concentrate teaching efforts in areas of La Trobe's existing strengths and areas of emerging student demand. It will offer a wider choice of majors for students to study (up from 29 in 2012 to 34 in 2013), including 18 at the Melbourne Campus and a number of others at Bendigo.

The new BA will allow students to combine majors to create exciting and career-relevant degrees for themselves, for example, completing dual majors in Politics and Journalism and developing a career as a political journalist, or combining a humanities major with one from another faculty such as Psychology.

In this way, students will have more scope to construct degrees that are relevant to their world. It is our hope that subject choices like these will produce more of the type of cross-disciplinary-educated experts and generalists who are sorely needed, like science-literate arts graduates and arts-literate science graduates.

A 'global BA'

The Faculty has also developed the concept of the 'global BA' – a new stream of the La Trobe BA built around an interdisciplinary major that focuses on critical issues facing the world. This will be supported by a newly developed global history course, currently being designed.



Students at Open Day



Students at Melbourne Campus

This 'global BA' stream will be complemented by new courses in areas of growing demand, such as Mediterranean Studies, which is responding to a rebirth of interest in the classical world.

A 'work-ready BA'

We have been listening to students who want to study in the humanities and social sciences but who are concerned about their career prospects. To address this, those studying for the reformed BA at La Trobe are able to choose a new 'work-ready' program, available since 2011, in which they earn points towards their qualification in areas that prepare them for their chosen careers:

- by studying dedicated work-ready subjects related to critical thinking, problem solving, research collaboration and communications
- by taking studies related to industry practice
- by completing career workshops
- through job placements in Australia and overseas.



In-house media production facilities, Melbourne Campus

Unique La Trobe niche degrees

The reformed BA will be complemented by our excellent existing offerings in areas characterised as the 'new humanities and social sciences' where there is a stronger emphasis both on digital knowledge and professional application.

These include: science-based archaeology, planning, creative arts, strategic communication, journalism, applied social science and interdisciplinary studies.

One of our most interesting new degrees is the Bachelor of Journalism (Sports), which will award its first degrees in 2013.

Students write for our own online sports magazine *Upstart* and edit and produce sport television programming. They are put behind and in front of cameras and microphones in our dedicated sports journalism laboratory, where they have a chance to put the heat on controversial sportspeople like Jason Akermanis. They also take part in the real thing: calling sporting events live, filing stories in real-time from the press box, and joining professional sports journalists in after-game press conferences.

Students learn important journalism skills, as well as engage in subjects from the La Trobe's Sports Management course, and also get a chance to participate in sporting organisations through internships. In 2012, we had two interns at the Melbourne Heart FC and four with Tennis Australia.

In 2012, AFL legend Mick Malthouse joined La Trobe as a Vice-Chancellor's Fellow, and from 2013 we will be taking our aspiring sports journalists to cover his work and press conferences at the Carlton Football Club.

All our students are offered placements within newspapers, publishing houses, television and radio broadcasters and other sports media businesses, and have the opportunity to exchange with famous schools of journalism in the United States, Britain and in Asia.

Imagine getting paid to watch and talk about sport. La Trobe's new degree is helping bring people's dreams to life. The course is proving an enormous success, with enrolments growing in every year of operation to date.

It is part of La Trobe's goal of becoming a leading sporting university in Australia.

Bachelor of Journalism (Sport)

Sport is about more than a game, and it's more than an industry; it's a stage for the elements of great human story-telling – unfolding narratives, drama, tragedy, character and suspense. That's why many people believe that the best writing often appears on the back page, why the Olympics makes better drama than 'Home and Away', and why we believe that sports journalism is worth being good at.

So we have developed a new bachelor's degree in sport journalism taught by industry specialists, with the input of some of the biggest names in Australian sport. In 2012, the course director, David Lowdon, delivered lectures and tutorials via the internet from the International Broadcast Centre in London, where he was embedded as part of the Foxtel team covering the Olympic Games. While there, he managed to record special interviews with world experts covering all aspects of sports broadcasting for use in the course.

In its third year in 2013, the degree – the only qualification of its kind in Australia – equips students with a thorough understanding of the sports industry, sports reporting and sports media production.

As with all our degrees, it is about putting real knowledge into action and equipping our graduates to go out and make their presence felt.

Our students learn the art of story-telling from guest lecturers like Gerard Whateley and Brian Taylor. We are especially excited about our new Commentary subject being offered in 2013, to which we will welcome guest lecturers and AFL commentators Dennis Cometti and Bruce McAvaney.



Archeology students at our simulated site, the TARDIS, Melbourne Campus

Humanities research

In 2012, the Faculty's research covered a wide range of areas that demonstrated our interest in the important issues facing Australia and the world.

The Faculty received five Discovery Grants, for topics relating to the impact of the French Revolution on the Muslim world, the sociology of the Indonesian bureaucracy, the history of the southern Mallee Region of Australia, the history of the American Federation of Labor-Congress of Industrial Organisations since 1955, and the nature of sexual discrimination in cyberspace.

HUSS was awarded three of the four Discovery Early Career Researcher Awards (DECRA) given to the University, for studies into the economic dimensions of wellbeing and moral improvement, the early human occupation of the semi-arid Murray River Valley in north western Victoria, and the cultural economy of Australian artist-run initiatives.

The Faculty was also successful in gaining two new Future Fellows who, beginning in 2013, will undertake research into mid-Pleistocene archaeological, palaeoecological and palaeoclimatic data from Africa, and into how we can understand the sound of Australia's Indigenous languages.

The Faculty now has 11 out of 14 (or 78.5 per cent) of its assessed FOR areas ranked at world standard or above – an increase from 9 out of 13 (69.2 per cent). It has two areas ranked at 5 (history and archaeology), and two (linguistics and philosophy) ranked at 4. Other areas, including sociology, anthropology and journalism, have moved up to world standard ranking.

Protein (not an X) marks the spot

Archeologists are normally pictured digging trenches with excavators and trowels, but at La Trobe you can find them digging into the past with a mass spectrometer.

One of La Trobe's most exciting new areas of research is archaeological science, which applies complex chemical processes to cast new light on humanity's past and its possible future.

Dr Colin Smith and his graduate students are building on La Trobe's leadership in the use of LC-IRMS (Isotope Ratio Mass Spectrometer) technology to find the causes of societal change in the diets of past humans, and uncover evidence of climate change in stalagmites and ancient corals.

By examining the collagen in bones, this research is providing a more precise

understanding of changes in human diet over centuries, revising past assumptions about the rise and fall of ancient settlements, and the process of how, why and when humans made the transition from the predominantly hunter-gathering and fishing economy of the Mesolithic age to the settled farming of the Neolithic age.

Analysing protein signals embedded in ancient hair samples enables Colin's team to add new knowledge about the eating patterns of specific individuals and their communities. As Colin explains, because we know hair grows at about a centimetre per month, analysing it in 2.5 millimetre pieces can tell us what ancient peoples ate in the space of just one week, and how this changed over the seasons and the years. By applying the techniques of mass spectrometry to the hair found on Chinchorro mummies, this work is enriching our understanding of a civilisation that dates back 4,000 years to before the rise of Egypt. From analysing the luxuriant hairstyles of ancient mummies, Colin has even discovered that the modern hairstyle popularised by Justin Bieber is not as new as we thought.

It has taken Colin years to refine his application of chemistry to archaeology, but its potential in areas of knowledge like climate science and even forensic medicine are only just being realised.



LaTrobe Institute for Molecular Science (LIMS) building

FACULTY OF SCIENCE, TECHNOLOGY AND ENGINEERING

Nothing could better illustrate La Trobe's contribution to addressing the crucial issues facing the world today than the teaching and research underway in the Faculty of Science, Technology and Engineering (FSTE).

In 2012, we completed our planning to introduce a range of new generic science degrees in areas of increasing student interest and greater use to potential employers. These areas include psychology and sustainability, and our new Bachelor of Science (Applications in Society) degree will offer sustainability majors to

students in the Faculty of Humanities and Social Science and the Faculty of Business, Economics and Law.

One of our goals is to increase the uptake of mathematics and science in Australian schools and in doing so, steadily increase the ATAR scores and maths and science proficiency of our undergraduate intake.

To achieve this, hundreds of Faculty staff and students regularly take part in maths and science outreach programs. We have special relationships with Charles La Trobe College, Quantum Victoria, the Victorian Government's In2Science program and many others. Our new AgriBio and LIMS facilities have been designed to inspire the next generation to take up science, mathematics and engineering.

FSTE has a proud history of research excellence across a range of disciplines, and currently:

- attracts more than 60 per cent of the University's research income
- supervises approximately one-third of higher research degree students
- generates around 30 per cent of the University's research publications.

We intend to improve this performance significantly over the next five years, doubling our research income by capitalising on our major infrastructure and partnership developments, including LIMS, AgriBio, the Australian Synchrotron and the Murray-Darling Freshwater Research Centre.



Exterior of the LIMS building



Interior of the LIMS building

La Trobe Institute for Molecular Science (LIMS)

In recent years, La Trobe has established a reputation as an international research leader in the fields of molecular science, biotechnology and nanotechnology. This is highlighted by the faculty achieving the maximum score of 5 in the ERA 2010 rankings, and being the only university in Australia to do so. The 2012 ERA ratings again confirm that research in this area at La Trobe is 'well above world standard'.

Symbolic of this, in 2013 the new \$100 million La Trobe Institute for Molecular Science (LIMS) will open right in the heart of the Melbourne Campus. Together with AgriBio it will form a new axis of science in the service of society that will run diagonally across the campus from east to west.

The job of LIMS – underway since 2009 – is to extend the frontiers of knowledge in biochemistry, cell biology and molecular science, and apply that knowledge in medicine and biotechnology. This biomolecular knowledge is being developed into new vaccines, drugs, biotechnology products, sensors and scalable environmental solutions for government and industry.

Switching off killer diseases

Most would agree that one of the best ways a university can contribute to the world around it is to seek cures or develop better treatments for life-threatening diseases and at the top of many people's list of such diseases would be cancer.

Executive Director of Molecular Sciences, Professor Nick Hoogenraad, working with a highly talented team of scientists, is doing just that.

Their research, funded through the Cooperative Research Centre for Biomarker Technology, is made possible through the use of cutting-edge equipment like the Mass Spectrometry and Proteomics facility in the School of Molecular Sciences.

Using a range of experimental approaches, their research has identified the receptor in cancer cells in mice that causes the wasting disease cachexia, which kills around 30 percent of cancer patients before their cancer treatment has been completed. If cachexia can be cured, patients may live longer – potentially long enough for the improved cancer treatments now becoming available to save their lives.

By producing hybrid cells which produce monoclonal antibodies – or 'magic bullets' – that switch off cachexia in mice, the research has potentially made a major stride forward in cancer treatment.

The next steps, after gaining necessary patent office rulings, are to modify the monoclonal antibodies for treating cachexia in humans, before moving to phase-one



Professor Nick Hoogenraad

human trials and potential manufacture through agreement with a major drug company.

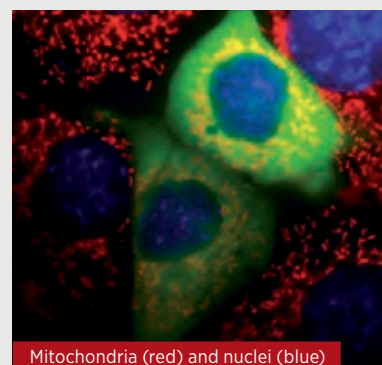
Professor Hoogenraad's team is proving the value of La Trobe's investment in medical research, and shows why the Biochemistry and Cell Biology discipline at La Trobe has achieved the top possible score of 5 in the ERA rankings.

LIMS will also become a training ground for a new generation of Australian scientists, with a mandate to promote careers in science to secondary schools through a major outreach program. In true La Trobe tradition, the LIMS' work is reaching out to local communities, to the Asia-Pacific and to the people of the world.

In 2012, researchers at LIMS attracted research income exceeding \$12 million from sources including the Australian Research Council, the National Health and Medical Research Council and grants from international sources.



Fluorescent protein in mitochondria



Mitochondria (red) and nuclei (blue)



The Centre for AgriBio Science, Melbourne Campus

The Centre for AgriBioscience

In September 2012, the new 'AgriBio Centre' opened on the Melbourne Campus. The Centre initially provides new laboratories for 13 academic staff, 21 PhD and MSc students; and 21 Animal and Agricultural Science Honour students. The new \$288 million facility is partnership between the Department of Primary Industries (DPI) and La Trobe University and will eventually accommodate 450 staff, including scientists, research students and support teams from both La Trobe and the DPI.

AgriBio is designed to undertake research and education to support and develop the State's \$11.8 billion agricultural sector, but AgriBio also has a global mission. It will be one of Australia's premier biosciences facilities, with an emphasis on supporting and protecting global food security through cutting-edge research to improve productivity, fight disease and reduce environmental impact. Research in AgriBio will address one of the biggest challenges facing the next generation –

the world's increasing need for food, which is forecast to double in the next 20 to 30 years. The research it undertakes, the applications it develops, and the scientists and engineers it trains will be in big demand around the world in the years to come.

Collectively, there will be 500 scientists across LIMS and AgriBio, with 300 from the Department of Primary Industries. This well above world standard concentration of researchers will form the nucleus of the Northern Melbourne Biosciences precinct announced by the State Government in 2012. LIMS, AgriBio and our Department of Physics will greatly increase the capability of La Trobe to carry out world-class science research. Our new facilities include:

- state-of-the-art research and support laboratories and greenhouse facilities
- two 160-seat auditoriums for teaching and public lectures
- new teaching facilities for undergraduate science students



Research students in laboratory

- world-class equipment facilities, including mass spectrometry, nuclear magnetic resonance spectroscopy (NMR), advanced X-ray diffraction and spectroscopy equipment, and third-generation sequencing facilities
- advanced microscopy, cytometry and protein chemistry facilities
- PC2, PC3 and quarantine approved facilities for pathogen handling
- X-ray science equipment for materials and surface analysis.



Students in field

Freshwater ecology

In Australia, improvements in agriculture require improvements in water security. La Trobe is a major contributor to understanding Australia's water needs – and the locations of our regional campuses give us a special responsibility to be part of the solution and to show leadership in the Murray-Darling Basin.

In addition to the wide range of courses we offer, La Trobe is a joint venture partner in the Murray-Darling Freshwater Research Centre (MDFRC). The MDFRC has sustained its commitment to improving the skill base necessary to inform future water policy and management.

The MDFRC has expanded its role in teaching, ranging from support for PhD and Honours degrees through to a program of school events. Importantly, the Research Centre also continued its long-term commitment to secondary school education through the 'Rotary Murray-Darling School of Freshwater Research' and the 'Rotary Health of the River Forum' which have now been attended by 650 and 590 students respectively.

Centre for Technology Infusion

The Centre for Technology Infusion (CTI) – a Research and Innovation Centre located at La Trobe University's Research and Development Park – aims to 'bring ideas to life' by commercialising scientific applications for the benefit of the University, Australia and the people of the world.

Led by its Director, Professor Jugdutt (Jack) Singh, CTI is gaining a reputation as an interesting academic island of inventions. Its research projects currently include the successful Australian Zero Emission House (AusZEH), which is designed to consume 70 per cent less energy than conventional houses, and several transport projects using communications technology to improve safety on our roads and rail networks.

Making rail crossings safer

In 2012, the CTI formed a partnership with the Automotive Cooperative Research Centre, the Victorian Department of Transport, and other organisations to undertake a research project – Intelligent Transport System to Improve Safety – to find ways of avoiding rail crossing accidents.

The project integrates new Dedicated Short Range Communications wireless technology, with existing technologies, such as Global Positioning System (GPS), Wi-Fi and Global System for Mobile Communication (GSM) currently used in mobile phones.

This technology has been hailed as the next big breakthrough in road safety after seat belts, airbags and ABS brakes, and represents a potentially huge export opportunity for Australia.

This is a major issue in road transport safety. There are 9,500 level crossings in Australia, but only one-third have flashing lights or boom barriers, and every year there are around 600 level crossing accidents, many fatal.

The trial, led by Professor Jack Singh, finished in June, cost \$5.5 million, and involved 100 cars, one metro train and two level crossings all fitted with the necessary technology.

The aim is to have the new safety systems running by 2014 – installed in new vehicles and retro-fitted to existing vehicles.

Our finances and administration

The University's professional staff play an important role in helping La Trobe become 'future ready'. Operating in a partially deregulated marketplace requires improved planning and financial administration to deliver the best results.

In 2012, we were involved in a number of crucial tasks, including supporting the creation of the new strategic plan, a new framework for performance management and reporting, completing large new infrastructure projects across our campuses and undertaking numerous business process and systems improvements to better support the core work of the University. Efficiencies have been introduced into the academic operations of the University, with faculties undertaking reviews of courses and subjects that attract relatively few student enrolments.

OUR FINANCES

In the new competitive university environment, sustainable finance is increasingly important. Prudent financial management that keeps control over cost pressures allows the University to invest in teaching and research initiatives that attract new students, bring new sources of funding and enable the University to achieve its long-term goals. Sustainable finances therefore create a cycle that helps the University grow while improving the quality of the education it offers and the research it undertakes.

To these ends, in 2012 La Trobe made important additional steps towards its goal of long-term financial sustainability.

Our aim is to achieve underlying operating surpluses, excluding specific capital or research income, of five per cent or better. This is to be achieved over time and balanced with immediate investment needs necessary for the achievement of the goals in the strategic plan.

Success in this requires continual focus on making the University more efficient and productive with better cost structures. The University is seeking to improve its performance on key financial indicators where it has grown more slowly than some other universities. These areas include international fee-paying students, domestic postgraduate fee-paying students, and improving the cost structures across all faculties.

Our 2012 underlying surplus target was at least three per cent, which had to be attained in a challenging environment that included:

- limited growth in student numbers
- the impact of the first year of the demand-driven enrolment system
- the need for the University to make significant productivity gains
- the need to undertake major investments related to priorities set out in the University's strategic plan and detailed in this annual report.

In the face of these considerable challenges we achieved an underlying surplus of 5.3%.

The financial changes, restructuring measures and investments undertaken this year and in the immediate future will increase the University's capacity to respond to the demands of the ever-changing higher-education market.

OUR ICT – ENABLING THE UNIVERSITY TO THRIVE

Keeping La Trobe competitive in the ever-changing higher education landscape will take major investment in technology and infrastructure.

In 2012, we undertook significant organisational change in our Information and Communications Technology (ICT) area by:

- consolidating the ICT team to support a strategic approach to infrastructure design and drive efficiency
- changing our culture to improve our focus on business engagement, outcomes and accountability
- updating our core skills through targeted recruitment and training
- focusing on project management and strong financial management.

Our ICT priorities are set by a business-driven 'supply and demand' model, and the Division has developed closer collaborations in 2012 with our faculties and administrative areas to understand their business and their problems.

We are observing considerable change in user behaviour with the proliferation of mobile devices and increasingly technically literate students who expect anywhere, anytime communications. Our core infrastructure (wireless, servers and network) has been re-designed to meet the anticipated continued growth in smart devices and video.

The design is planned to roll out over the next three years while all existing services are maintained.

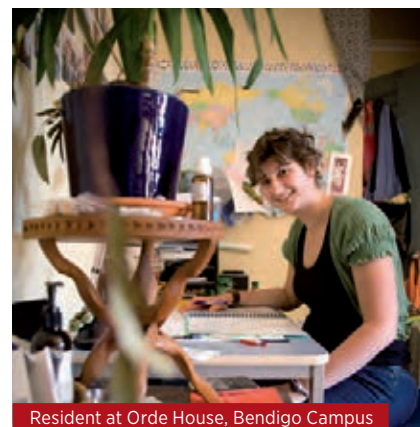
Another important development being led by ICT and the Planning and Institutional Performance Unit is Business Intelligence. By gathering, storing and linking key information from core systems across the University, sophisticated analytics and predictive data modelling can be performed to provide meaningful business decision support reporting.

Interesting ICT facts and figures for 2012

- our firewalls blocked over 79 million spam messages and viruses
- we have 10,000 users per hour accessing the Learning Management Systems (LMS) during peak hours of 12 noon – 3pm weekdays
- our storage demands have doubled in 2012
- we have doubled the number of wireless access points (WiFi) in 2012
- users on our network download the equivalent of one dvd movie from the web every 50 seconds in peak periods
- the ICT team deployed 1,200 new PCs and completed 61 capital projects
- we rebuilt or upgraded 45 lecture theatres and teaching rooms with audio visual equipment
- La Trobe held over 6,500 hours of video conferences
- 16,398 lectures were recorded in La Trobe lecture theatres
- our ICT team helped staff and students with more than 53,000 requests
- the new La Trobe-RMIT joint research venture – our high performance computer 'Trifid' – delivers 45.9 TFLOPS (trillions of calculations per second) and can compress calculations that a human would need over one million years to complete into a single second, enabling researchers to attack larger and more complex computational models and simulations.



McFarlane's Hill Residences, Albury-Wodonga Campus



Resident at Orde House, Bendigo Campus



Menzies College, Melbourne Campus

OUR RESIDENTIAL SERVICES

La Trobe University manages on-campus residential services in Melbourne, Bendigo and Albury-Wodonga, and offer a range of housing for students at our other regional campuses. We like to think of our student accommodation as more than just a place to live – it's a way of life.

At Melbourne in 2012, we improved life for our students by:

- upgrading accommodation, including \$750,000 of capital works on kitchens, bathrooms, window furnishings and painting
- re-landscaping courtyards and including trial community gardens
- introducing new, easy-to-understand rules of residency and new after-hours services
- adding some great and varied social events including alcohol-free events
- improving our residential student leadership training program for 2013, including community building and inclusivity training.

Next year we plan to upgrade the Glenn College Bistro.

In our regions, we are rapidly expanding student accommodation – in 2012 we opened 280 new beds across five regions, including award-winning designs for sustainable housing in Mildura and smart use of brickwork at Albury-Wodonga McFarlane's Hill. We are also constructing a new dining hall, catering for breakfast, lunch and dinner for students living in Bendigo Hillside.

OUR INFRASTRUCTURE

La Trobe is undergoing a physical transformation as some sections of our campuses have turned from construction sites into fully operational buildings in 2012. This is highlighted by the magnificent AgriBio Centre on our Melbourne Campus, but also by three great projects in Bendigo – the La Trobe Rural Health School, the Clinical Teaching Building and the Health Sciences Building.

In addition to these new buildings, we have refurbished the Eastern Lecture Theatre, the Emeritus Professor Lounge (Charles La Trobe Lounge) and the Exemplar Learning Facilities; expanded the Animal House; more effectively used space at the previously under-utilised Mont Park Terraces; and introduced 'wayfinder' signage at our Melbourne Campus.

We are proud of our successfully delivered, large capital works program, which has met all performance indicators and achieved an exemplary Occupational Health and Safety result. We also kept the University operational after severe storm and flood damage during the year. We have also improved our back-office systems and structures, including a new senior leadership team and a new work request management system and supporting software.

KEY STATISTICS

STUDENTS	2009	2010	2011	*2012
Total students (persons)	30,858	32,373	33,448	33,725
Commencing enrolments	13,358	13,907	14,198	14,172
Rural/remote	7,735	7,815	8,151	7,878
Non-English speaking background	692	705	690	637
Low socio-economic status	4,074	3,974	4,290	4,250
Students with a disability	1,125	1,250	1,412	1,298
Indigenous	139	117	141	164
Student load (EFTSL)				
Total domestic student load	23,579.4	25,107.2	25,988.7	26,188.7
Undergraduate	18,563.4	19,860.2	21,045.0	21,390.1
Postgraduate coursework	4,043.2	4,188.2	3,828.8	3,659.6
Research higher degree	972.8	1,058.8	1,114.8	1,139.0
International student load	5,716.3	6,358.7	6,622.1	6,084.2
STAFF	2009	2010	2011	*2012
Work contract (FTE)				
Full-time	1,899.0	2,005.0	2,107.0	2,066.0
Part-time	504.5	535.9	524.4	534.6
Casual	658.6	700.6	589.5	537.1
Classification (FTE)				
Academic	1,586.1	1,675.0	1,600.1	1,183.9
Professional	1,476.0	1,566.5	1,620.8	1,416.7
Gender (persons)				
Female	3,952	4,188	4,157	1,763
Male	2,582	2,708	2,673	1,162
Function (FTE)				
Teaching only	406.4	433.0	300.6	274.4
Research only	3,02.1	316.4	326.1	267.7
Teaching and Research	841.1	876.3	925.5	901.3
Other	1,512.6	1,615.7	1,668.7	1,431.7
LEARNING AND TEACHING PERFORMANCE	2009	2010	2011	*2012
Market share of VTAC first preferences	10.6%	11.5%	12.4%	12.6%
Retention rate	0.78	0.78	0.79	Not available
⁽¹⁾ Overall graduate satisfaction (Course Experience Questionnaire)	La Trobe: 34.1 National: 38.4	La Trobe: 44.2 National: 47.5	La Trobe: 49.2 National: 48.9	Not available
⁽²⁾ Percent of graduates in employment (Graduate Destination Survey)	La Trobe: 81.4% National: 79.2%	La Trobe: 76.7% National: 76.2%	La Trobe: 76.5% National: 76.3%	Not available
⁽³⁾ Percent of graduates in full-time study (Graduate Destination Survey)	La Trobe: 22.3% National: 18.3%	La Trobe: 21.4% National: 19.0%	La Trobe: 21.9% National: 19.4%	Not available
RESEARCH PERFORMANCE	2009	2010	2011	*2012
Research income	\$38,626,731	\$41,726,485	\$42,835,168	Not available
Research publications	961	1,083	1101	Not available
Research higher degree load (EFTSL)	972.8	1,058.8	1,114.8	1,139.0
Research degree completions	157	152	174	160

Notes and sources:

*2012 data is provisional only

The Annual Report 2012 is
available online at:
[latrobe.edu.au/about/
management/governance](http://latrobe.edu.au/about/management/governance)

CONTACT

General enquiries

La Trobe University
Victoria 3086 Australia

T +61 3 9479 1111

F +61 3 9478 5814