

ILFR in April 2000

Dean: Bob Richardson (appointed March 2000)

Deputy Dean: Malcolm Hickey

Deputy Dean VET Valmont Pollard

Assoc Dean (Coursework) Ellen Goddard (Oct 1997
Agribusiness
NAB Professor)

Assoc Dean (Intelect) David Connor (appointed 1988
Agromony)

Assoc Dean (Research) Adrian Egan (appointed 1983
Animal Science)

Depts:

Animal Production

HOD Adrian Egan

other Profs: David Chapman (appointed 1996
Pasture Sciences)

also Mike Goddard, Pam Kemsworth, Keith McMillan

Head Campus Glenelg Terry Clift

Head Campus Mt. Millan

Doug McLean

Crop Production

HOD Roger Consens (appointed Aug 1978
Crop Science)

Head Campus Dorkie Roger Wingley

Head Campus Langerhans Max Coster

other Profs David Connor

Director, Joint Centre for Crop Improvement James Kollmarzen
(Horticulture)

Resource Management & Horticulture

HOD Snow Bailon (appointed Feb 1997
Food Production & Horticulture)

Head Campus Bunbury Greg Moore

other Prof Lindsay Falvey (appointed 1995
Horticulture)

Robert White (appointed 1995
Soil Science)

Food Science and Agribusiness

HOD and Head Campus Colbert Chandler Margaret Briff

other Profs Ellen Goddard (appointed Oct 1997
Food Science)

when they
appointed as
2000
www.angliss.edu.au
Malcolm Hickey
Alan Hillier

Forestry

HOD Ian Ferguson (appointed 1981)
Forest Science

Head Campus Creswick Peter Vinden (appointed July 1997)
Forest Industries

Total Enrolments by ILFR, Fac Ag/For/Hort, VCAH

2000	1999	1998	1997	1996	1995	1994
1885	1970	2113	2195	2177	2102	1960

Fac Ag/For/Hort

695 626 604 556

VCAH

1500 1551 1498 1404

Breakdown of enrolments 1997: for Fac (total 695)

u/g years 1 2 3 4 5 6 7 total u/g
168 121 98 114 1 0 0 502

P/g dips 49, all Masters 69, PhD 75 total P/g 193

} 695

Breakdown of enrolments 1997: for VCAH

u/g years 1 2 3 4 5 total u/g
998 144 177 34 0 1353

P/g dips 120, all Masters 25, add subject 2, total P/g 147

} 1500

Commencing enrolments 2000

628

EFTSV load 427.4

1997

806 (Fac + VCAH)

598

Tand R Acad Staff 1997

		P	above S/L	S/L	L	below L	Tot	Calculated	Total EAS
Jac		7.0	6.2	8.7	8.2	3.6	33.7	2.4	36.1
VEAH	General	0.55	0.55	1.49	4.68	1.65	8.92		8.92
	Bookie	0.55	0.55	3.77	5.45	3.85	14.17		14.17
	L'noy	1.10	0.55	1.65	5.28	2.81	11.39		11.39
	Glendon	0.55	0.55	2.75	4.95	6.16	14.96		14.96
	Brentley	0.55	1.10	3.85	9.14	2.37	17.01		17.01
	Silber Chandler			3.30	1.10	1.87	6.27		6.27
VEAH	Total	3.30	3.30	16.81	30.60	18.71	72.72		72.72

Tand R Acad Staff 2000

ILFR 16.5 8.1 29.6 31.7 7.9 93.9 23.0 116.9

		ep 1997	108.8
Compare	2000	1997	
Total EAS	116.9	108.8 (long-term impact may be ca 136)	
Total EFTSU head	1167.8	1541 1387	

and
staff
number
note ~~1997~~
2001
dropped
90% between
Oct 2000
(189.60) and
Oct 2001
(174.63)
and general
staff numbers
dropped 40%
from Oct 2000
(149.97) to Oct 2001
(113.68)

Final load 1998 1350 1998 EAS 160.87
1999 1231 1999 EAS 127.87

Time Sequence of Changes

- Leadership (Deans)
- Structure - depts/schools
- Name of Entity

1996 Faculty of Ag, Forestry and Hort

Dean Lindsay Falvey (appointed 1995)

Composition: Dept - Ag & Resource Mgt (HOD White) ^{appointed 1995}
School - Forestry (HOD Ferguson) ^{appointed 1981}
School of VCAH

Burleigh (Principal Greg Moore)

Dookia (Principal Peter Egan)

Gilbert Chandler (Principal Malcolm Hickey)

Glenormiston (Principal Val Pollard)

Langerhans (Principal Max Carter)

McMullen (Principal Robert Gray)

Other Professors: Egan (appointed 1983), Connor (appointed 1983)
Chapman (appointed 1996)

1997 formal amalgamation into ILFR

Dean Falvey, Dep Dean Hickey, Dep Dean VET Pollard

A/Dean Coalswold Goddard, A/Dean Stuart Connor,

A/Dean Research Egan

Structure of 5 Depts

Animal Prod

Crop Prod

Resource Mgt & Hort

Food Science & Ag. business

Forestry

This 5 Dept structure remains through Feb + 5 yrs
of Richardson. Then in 2005, under Larkins becomes

A School

Ag & Food Systems

Resource Mgt

Forest & Ecosystem Science

School of VET

and by end
2006 is
3 schools
(underpinning)
VET has
more

Individual Leadership Changes

Falvey - appointed March 1995

- relinquishes Deanship 14 May 1999

Leedlow - starts 14 May 1999

- ends March 2000

Richardson - appointed March 2000

- relinquishes Deanship Feb 2005

Larkins - starts Feb 2005

Slocombe -

Ross - appointed 12 August 2006

Faculty name changes

Before 1 Jan 1997: Fac Ag Forestry & Hort

from 1 Jan 1997: ILFR

from early 2006: Fac LFR

so Institute, with its 5 dept structure
lasts about 8 years

Compare Institute FR, started 1 Jan 1989 after
a planning year in 1988, and reverted to
downsized Faculty on 1 Jan 1995. Institute
FR lasts 6 years

KED Summary of the period May 1999 to
End 2004

The 5 dept, 8 campus matrix structure developed by Talbot continued in place until and through 2001.

Bob Richardson (appointed from March 2000) worked toward a differentiated structure where (from start of 2002)

- Longcrenang, Glendormston and Macmillan became TAFE only campuses.
- Parkville remained HE only with nearly all the research and research training and a high proportion of professionals was based there.
- Creswick, Bulahy and Gilbert Chandler maintained a mix of HE and VET and each played to their developed strengths and expertise.

In 2004 (KED VC through this year), Bob sought and Council initially agreed to a restructuring that would lead to closure of some regional campuses and over time stem the substantial deficit built up by the Faculty. The plan was to give effect to these changes at end 2004, though the plan was only agreed in October 2004.

Following pressure from state (and local) government, it was decided to delay these

changes, certainly through 2005, and reconsider arrangements to take effect not earlier than 2006.

What were the major issues over this period 1999 - 2004?

Structure

① Giving effect to the matrix structure. It was not that, in principle, a matrix structure was unworkable, but rather the complexities —

- recently appointed 'new' principals and HODs were seeking to accommodate to the ways and culture of the University while Principals (styled heads of campus after amalgamation) were managing their (relatively distant) campuses to maximise benefits (as they saw them) for local communities and local staff. The situation varied from campus to campus

Curriculum

② New curriculum structures were developing around three year degrees (in agriculture, horticulture, resource management) and the perspective of the University (jointly and central academic board) were well apart from the VET focussed program at the heart of many regional campuses

Specific examples of problems -

- the University requirement that VCE Maths Methods be a prerequisite subject seemed impossible to regional campuses heads trying to build enrolments. Moreover it was announced late and the heads saw this 'as a breach of trust'
- Some core subjects posed particular difficulties eg. Chemistry - there was to run separate courses for those who had successfully completed VCE Chemistry and those who had not done the subject before -
OK in principle but couldn't afford two courses on campuses like Far Rockville
- Gray Moore at Glenlogie said the compulsory Biology unit made little sense there in requiring animal dissections

Ellen Goddard tried hard to reconcile rank & file staff at campuses with the structures coming from the Academic Ctee and Selection Procedures Ctee of Academic Board - ~~with~~ ^{with} little real understanding of regional agricultural campuses

financial

- ③ financial deficits and attempts to build student numbers. Not a time when traditional agriculture courses were in favour around Australia at large, and with relatively poor facilities it was hard to attract able students.

realistic

- ④ realistic? Especially during the search period for the dean to replace Talvey, there was questioning - by the Board (Clarey Board, Anne Adams particularly) and by some in the senior Executive of the University, as to whether what was asked of the incoming Dean was "do-able". That is - no matter who we found and appointed, were we asking an impossibility? (Could handle any one rural campus, like US did with Sutton, but not all!!)

⑤
ET/TAPE
had
in VM

- Especially as the understanding of VET in the University was meagre, and within IHR as constituted (by the VCAH amalgamation), VET was a substantial (make or break?) component.

MEDIA RELEASE

The University of Melbourne

ATTENTION



ILFR Dean decides not to extend his term

The University of Melbourne is to launch a global search for a new Dean of its internationally-renowned Institute of Land and Food Resources (ILFR) – following Professor Lindsay Falvey's decision not to extend his term as Dean.

The University's Vice-Chancellor, Professor Alan Gilbert, announced this week that Deputy Vice-Chancellor, Professor Kwong Lee Dow, will serve as interim Dean of the Institute which is the largest and most comprehensive provider of agricultural and related education in Australia.

Professor Gilbert said that Professor Falvey who will step down as Dean on 14 May has agreed to continue as Professor of Agriculture at the University, following a period of study leave during which he has been invited to work with the Consultative Group for International Agricultural Research (CGIAR), the peak organisation linking the 16 elite international research bodies.

Professor Falvey also plans to resume his delayed research for a forthcoming book on Thai agriculture, in which he is an acknowledged expert, and to accept invitations to work with colleagues in international development and research at Princeton, Cornell and Stanford universities in the US and with the World Bank.

Professor Gilbert this week praised Professor Falvey's leadership. "Lindsay Falvey has played a magnificent role in imagining and setting up the Institute which now serves a wide range of students and the rural industry," he said.

"Professor Lee Dow's considerable experience in University management will ensure that the transition period – while the University carries out an international search for a Dean – is smooth and productive. As the former Dean of Education, his experience in a similar merger in the Faculty of Education will be of considerable benefit to the Institute as it builds on the foundation established by Professor Falvey."

Chairman of the Board of the Institute of Land and Food Resources, Mr John Claringbould, this week welcomed the appointment of Professor Lee Dow and paid tribute to Professor Falvey's leadership of ILFR over the last four years. "Lindsay's work in establishing the Institute and in recruiting a number of distinguished senior staff, has firmly established the Institute on its path to becoming the leading rural educator in Australia.

...2/

Issued on 3 May 1999

Communications Unit (Media), The University of Melbourne
Christina Buckridge, Media Officer, on 613 9344 6158 or 0412 101 318; Fax 613 9349 4135.
email c.buckridge@media.unimelb.edu.au

ILFR Dean decides not to extend his term (cont.)

"His innovative approach in merging six colleges of varying educational objectives and histories with the two University departments of agriculture and forestry has brought about a vibrant multi-campus faculty, unique in its size and diversity," Mr Claringbould said.

Professor Falvey said this week that he believes he has done "most of what is possible for now at ILFR". "But I look forward to returning to this fine institution as it continues to rise above the pack," he said.

The University of Melbourne has provided considerable additional support to the Institute of Land and Food Resources over the past four years. This has included setting up costs for new professors in key fields, budgetary support and special grants in support of creating a faculty related to agriculture, food, horticulture, forestry and natural resource management, of a quality never before seen in Australia.

Media enquiries:

Christina Buckridge
Media Officer,
University of Melbourne
3344 6158; 0412 101 316

Issued on 3 May 1999

Communications Unit (Media), The University of Melbourne
Christina Buckridge, Media Officer, on 613 9344 6158 or 0412 101 316; Fax 613 9349 4135.
email c.buckridge@media.unimelb.edu.au

COUNTRY NEWS
Monday 10 May, 1999 Page : 7

Published by the Shepparton News and appears in the following:		
Berala	Ensign Ensign	Riverina Herald (Echuca)
Cobram	Courier	Rochester Inquirer
Kyabram	Free Press	Seymour Telegraph
Mildura	Times	Shepparton News
Hampden	Leader	Southern Riverina News (Fairy)
Ballarat	News (Dendalquin)	Tatura Guardian

Global search is on for new Dean

The Institute of Land and Food Resources (ILFR) Dean has launched a global search for a new Dean.

The University of Melbourne last week announced Professor Lindsay Falvey had decided not to extend his term as Dean.

Deputy Vice-Chancellor Professor Kwong Lee Dow

will serve as interim Dean of the Institute.

Prof. Falvey will step down as Dean on May 14, and will continue as Professor of Agriculture, following study leave with the Consultative Group for International Agricultural Research.

He also plans to continue his research for a book on Thai agriculture, in which

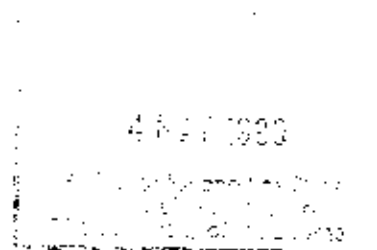
he is a renowned expert. Chairman of the Board of the Institute of Land and Food Resources John Claringbould said Prof. Falvey had played a vital role in establishing the Institute.

"His innovative approach in merging six colleges of varying educational objectives and histories with the two University departments

of agriculture and forestry has brought about a vibrant multi-campus faculty, unique in its size and diversity," Mr Claringbould said.

Prof. Falvey said he had achieved "most of what is possible for now at ILFR".

"But I look forward to returning to this fine institution as it continues to rise above the pack," Prof. Falvey said.



Professor Malcolm Hickey
Deputy Dean
Institute of Land and Food Resources
The University of Melbourne

requests the pleasure of the company of

Professor Kwong Lee Dow & Partner

to a

Dinner

on the occasion of
Professor Lindsay Falvey's
departure as Dean

Lower East Dining Hall, University House
Thursday 13th May 1999
6.30pm for 7.00pm

RSVP: 10th May

Mary Vatsaloo (03) 9344 5025

Email: m.vatsaloo@landfood.unimelb.edu.au



FACSIMILE



TO Professor Kwong Lee Dow
Mr John Claringbould

FROM Christina Buckridge, Media Officer

DATE 11/5/199

PAGES

Latest press clipping on ILFR Dean's resignation.

A handwritten signature, likely of Christina Buckridge, in dark ink.

COMMUNICATIONS UNIT (MEDIA)
THE UNIVERSITY OF MELBOURNE PARKVILLE VICTORIA 3052 AUSTRALIA
TELEPHONE: +61 3 9344 6158 FACSIMILE: +61 3 9349 4135
EMAIL: c.buckridge@media.unimelb.edu.au

the NT Archives Service from 1987 to

UNIVERSITY, IN THE WAKE OF THE 1990S

Falvey quits Melbourne early

GEOFF MASLEN
Melbourne

WITH one year of his contract still to run, the dean of Melbourne University's troubled Institute of Land and Food Resources, Professor Lindsay Falvey, has quit.

He is the third senior dean to have stepped down at Melbourne over the past nine months. His departure follows a series of disputes last year over the restructuring of the institute which led to staff taking industrial action and passing a motion of no-confidence in him.

Just over 12 months ago there was an outcry from academics and state politicians, farmers and agricultural industries after Falvey announced a major reshaping of the institute. The decision meant the principals of the institute's six TAFE college campuses would have lost their positions, up to 39 staff would be made redundant and some campuses closed.

The planned restructure resulted from a merger the year before between Melbourne's faculty of agriculture and the multi-campus Victorian College of Agriculture and Horticulture. That, in turn, led to a clash of cultures.

The university's traditional commitment to independent research seems to have run headlong into the belief in TAFE about the importance of developing close ties with industry groups and responding to client needs with suitable education and training programs.

Melbourne vice-chancellor Professor

Also Gilbert initially backed Falvey, saying the proposed restructuring and job cuts were "imperative" because of the cost of implementing a 12 per cent wage rise. Faced with the hostile reception, Gilbert and Falvey backed down.

In May last year, staff learned the restructuring would not proceed until widespread consultations were held. Gilbert declared that none of the institute's rural campuses would be closed, there would be no reduction in the emphasis on TAFE programs, and no cuts in students numbers in the rural campuses, despite a reduction in enrolments at the main Parkville campus.

This week Gilbert announced a "global search" for a new dean following Falvey's decision not to extend his term. His deputy vice-chancellor, Professor Kwong Lee Dow - the former dean of education - will be the interim dean.

Gilbert said Falvey had agreed to continue as a professor of agriculture after a year's study leave during which he would work with the Consultative Group for International Agricultural Research (CGIAR), the peak organisation linking 16 international research bodies.

Falvey told *Campus Review* yesterday he had not been "pushed" and that he had made the decision to step down. He said he planned to resume delayed research for a forthcoming book on Thai agriculture and to accept invitations to work with colleagues in international development and research at Princeton, Cornell and Stanford universities and with the World Bank.

"It was my idea," he said. "In fact there was a suggestion I stay on for a further five years but I could not make that commitment. I look forward to returning to this fine institution as it continues to rise above the pack".

Falvey said he believed the problems of 1998 were largely the result of a misunderstanding about the nature of the restructuring and that staff "in the main" were now happy with its outcomes.

"I think everyone sees the merger and resulting restructuring as inevitable and beneficial. Most people, including the stakeholders across Victoria, are now pretty positive."

Gilbert said Falvey had played a "magnificent role in imagining and setting up the institute" which now served a wide range of students and the rural industry. He added that Lee Dow's experience in a similar merger in education would be of great benefit to the institute.

The National Tertiary Education Union's Victorian secretary, Cathy Caruso, said she hoped Falvey's replacement would be able to "build bridges" with staff and enhance agricultural and rural education options.

"This has been a very difficult period for everyone," she said. "Part of that has been a result of post-merger tension but it is crucial the new appointee is acceptable to all stakeholders."

Apart from Falvey and Lee Dow leaving their positions, the dean of arts, Professor Homer Le Grand, announced in March that he was moving to become dean of arts at Monash University.

CAMPUS REVIEW

P. 3

May 5-11