

ILFR in April 2000

Dean: Prof Richardson (appointed March 2000)

Deputy Dean: Malcolm Hickey

Deputy Dean VET Valmont Pollard

Assoc Dean (Coursework) Ellen Goddaed (Oct 1997)
Agriculture
NAB Approval

Assoc Dean (Intelect) David Connor (appointed Feb 1998)

Assoc Dean (Research) Adrian Egan (appointed 1993)
Agronomy
Animal Science

Depts:

Animal Production

HOD Adrian Egan

other Profs: David Chapman (appointed 1996)
Pasture Science

also Mike Goddaed, Paul Hensworth, Keith McMillan

Head Campus ~~Glenelgton~~ ^{Glenelgton} Terry Clift

Head Campus ~~McMillan~~ ^{McMillan} Doug McLean

Crop Production

HOD Roger Conson (appointed Aug 1998)
Crop Science

Head Campus ~~South~~ ^{South} Roger Wrigley

Head Campus ~~Longerenong~~ ^{Longerenong} Max Coster

other Profs David Connor

Director, Joint Centre for Crop Improvement Jules Kollmorgen
(Horsham)

Resource Management & Horticulture

HOD Snow Bolton (appointed Feb 1997)
Food, Agriculture & Horticulture

Head Campus ~~Buninyong~~ ^{Buninyong} Greg Moore

other Profs Lindsay Falvey (appointed 1995)
Horticulture

Robert White (appointed 1995)
Soil Science

Food Science and Agribusiness

HOD and Head Campus ~~Golbet~~ ^{Golbet} Margaret Bird
(appointed June 1998)

other Profs Ellen Goddaed (appointed Oct 1997)
Food Science

when they
were appointed as ~~Malcolm Hickey~~ ^{Agribusiness}
~~2000~~ Alan Hillier

Forestry

HOD Ian Ferguson (appointed 1981
Forest Science)
Head Campus Creswick Peter Vinden (appointed July 1997
Forest Industries)

Total Enrolments Log 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
VCAH				1500	1551	1498
				4404		

Breakdown of enrolments 1997: for Fac (total 695)

u/g years	1	2	3	4	5	total 4/3
	168	121	98	114	100	502
P/g depts	49	all Masters 69, PhD 75			193	695

Breakdown of enrolments 1997: for VCAH

u/g years	1	2	3	4	5	total 4/3
	998	144	177	34	0	1353
P/g depts	120	all Masters 25, add 2,			147	1500

<u>Commencing</u> enrolments	2000	1997
	628	806 (Fac + VCAH)
ETTSU load	427.4	598

Tand R Acad Staff 1997

		P above SL	SL	L below SL	Tot	Class	Total ETAS		
Fac		7.0	6.2	8.7	8.2	3.6	33.7	2.4	36.1
VCAH	General	0.55	0.55	1.49	4.68	1.65	8.92		8.92
	Doctors	0.55	0.55	3.77	5.45	3.85	14.17		14.17
	Nursing	1.10	0.55	1.65	5.28	2.81	11.39		11.39
	Glenferne	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
	Gilbea Chandler			3.30	1.10	1.87	6.27		6.27
VCAH	Total	3.30	3.30	16.81	30.60	18.71	72.72		72.72

Tand R Acad Staff 2000

ILPR	16.5	8.1	29.6	31.7	7.9	93.9	23.0	116.9
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		ep 1997	108.8
Comparative	2000	1997	Acad staff numbers 2001
Total ETAS	116.9	108.8 (Comparative figures are based on 136)	Note dotted 9% between
Total EPISU Total	1167.8	1544 1387	Oct 2000 (189.60) and Oct 2001 (174.163)

Final Total 1998 ~~1350~~ 1998 ETAS 160.87

Acad numbers ep 1999 1231 1999 ETAS 127.87

and general
staff numbers
dotted 4%
from Oct 2000
(149.47) to Oct 2001
(142.68)

Time Sequence of Changes

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

1996 Faculty of Ag, Forestry and Hest

Dean dendary Falvey (appointed 1995)

Components: Dept - Ag & Resource Mgt (Hod White)
School - Forestry (Hod Ferguson)
School of VCAH

Bunbury (Principal Greg Moore)

Dockie (Principal Peter Ryan)

Gilbert Chandler (Principal Melinda Hickey)

Glenoemerton (Principal Val Pollard)

Gangarawang (Principal Max Cester)

M'uller (Principal Robert Gray)

Other Professors ... Egan (appointed 1985), Connor (appointed 1983)
Chapman (appointed 1996)

1997 formal amalgamation into ILFR.

Alan Falvey, Dr Dean Hickey, Dr Deakin VET Pollard

Alison Coarsworth Goddaed, Alison Inman Connor,

Al Dean Research Egan

Animal Prod

Crop Prod

Resource Mgt & Hest

Food Science & Culinary

Forestry

This 5 Dean structure remains through 1998 + 5 yrs
of Richardson. Then in 2003, under Larkins becomes

~~Schools~~ Ag & Food Systems and by end
Resource Mgt 2006 is
Forest & Ecosystem Science 3 Schools
School of VET (under plan)
VET has
sites

Individual Leadership Change

Falvey - appointed March 1995

- relinquishes Deanship 14 May 1999

Dee Dow - starts 14 May 1999

- ends March 2000

Richardson - appointed March 2000

- relinquishes Deanship Feb 2005

Darkins - starts Feb 2005

Slocombe -

Ross - appointed 12 August 2006

[Faculty name change]

before 1 Jan 1997: Fac Ag Forestry & Hortic

from 1 Jan 1997: ILFR

from early 2006: Fac LFR

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

Compare Institute of T, Started 1 Jan 1989 after
a planning year in 1988, and reverted to
downsized Faculty on 1 Jan 1995. Institute
of T last 6 years

KLD summary of the period May 1999 to
end 2004

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

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

- Longreach, Glendenning and Macmillan became TAFE only campuses.
- Rockville remained HE only with nearly all the research and teaching and a high proportion of postgraduate was based here.
- Clermont, Bundaberg and Gilbert Chandler maintained a mix of HE and VET and each played to their developed strengths and expertise.

In 2004 (Kes 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, along to 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' professors and HODs were seeking to accommodate to the ways and culture 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 curricular structures were developing around three year degrees (in agriculture, horticulture, resource management) and the prospectus of the university (faculty and central academic board) was well apart from the VET focussed program as the focus of many regional campuses.

Specific examples of problems -

- the University required that VCE Maths Methods be a prerequisite subject - seemed impossible to regional campus 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 e.g., Chemistry - person was to then 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 Tambo, Rockville
- Greg Moore at Bremer said the compulsory Biology unit made little sense there in requiring animal dissections

Other 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~~ little real understanding of regional situations campuses

financial

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

resistive

stale? ④ Especially during the Search period
for the Dean to replace Falvey,
there was questioning — by the
Board (Clarendon, Anne Adan
particularly) and by some in the
Student 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? (One handle any one rural
campus, like QBS did with Grafton,
but not all!!)

VET/TAFE
based
on VM

⑤ Especially as the understanding of VET
in the University was meagre, and
within IFR 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/

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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.

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COUNTRY NEWS
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Bethanga News (Deniliquin)	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..



4 May 1999

Land and Food Resources
The University of Melbourne

*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*

LLF R
Land and Food Resources
The University of Melbourne



FACSIMILE

TO Professor Kwong Lee Dow
Mr John Claringbould

FROM Christina Buckridge, Media Officer

DATE 11/5/99

PAGES

Latest press clipping on ILFR Dean's resignation.

© the NT Archives Service from 1987 to University, in the wake of the amalgamation

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 industry 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

Alan 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 mis-understanding 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 negotiating 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 Canuso, 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 Horrie Le Grand, announced in March that he was moving to become dean of arts at Monash University.

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May 5-11