



THE UNIVERSITY OF
MELBOURNE

Faculty of Medicine,
Dentistry and Health
Sciences

2020 ACTION PLAN

This strategy has been developed on Wurundjeri Country, upon which the University of Melbourne (Parkville campus) is built. The Faculty of Medicine, Dentistry and Health Sciences acknowledges the traditional custodians, the Wurundjeri people of the Kulin Nation, and we pay our respects to Wurundjeri community and Elders, past and present. We also pay our respects to all Indigenous nations upon whose land other campuses sit and where our health students undertake clinical training, research and other learning activities, including those internationally.

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FROM THE DEAN OF MEDICINE, DENTISTRY AND HEALTH SCIENCES

I am pleased to present the Faculty of Medicine, Dentistry and Health Sciences' 2020 Action Plan.

"The early draft of the University Strategy is exciting for us as a faculty as it reinforces the core of what we do – education and discovery"



As we approach the mid-way point of Beyond 2018, I'm proud of the progress we have made towards achieving our ambitious plan and in confirming our position as the leading health and biomedical faculty in both Australia and Asia.

Since the launch of Beyond 2018, we have rolled out many new initiatives across each of the five core pillars that underpin our strategic plan. Research deserves a special mention this year as we have seen over 20 new research leaders join the Faculty through Driving Research Momentum, 35 talented researchers recognised through new Kate Campbell Fellowships and a successful transition to the new NHMRC and MRFF schemes, with the Faculty securing our largest share of investigator grant funding to date.

In 2020, we will welcome our largest ever student cohort and place a special emphasis on enhancing student experience and maximising the possibilities of our educational portfolio with a special emphasis on deepening the personal connection with our undergraduates.

I would also like to draw your attention to the transformative work of our schools – the work being done to redesign curricula, enhance student experience, build multidisciplinary research through research hubs and collaborative initiatives, the emphasis on digital and informatics in education and research, and the many efforts to provide additional mentorship and leadership training. To keep up with these expanding developments, we will need more space. Therefore, a major effort across the Faculty in 2020 and beyond will be a three phase program for refurbished, renovated and expanded facilities, with dedicated space for fostering new partnerships and industry engagement with current and future precinct partners.

Next year will also see the launch of the University's ten-year strategy called Advancing Melbourne. The early draft of the University Strategy is exciting for us as a faculty as it reinforces the core of what we do – education and discovery – and provides a framework for the University and Faculty to achieve even

more across the precinct, in partnerships and towards global impact. We look forward to engaging with the wider University community next year to see how we can contribute to Advancing Melbourne.

None of this would be achievable without the exceptional colleagues in this faculty. So, I am thankful to the many of you across the Faculty for the progress made to date and our plans for the coming year. I also offer my sincere thanks to our outgoing Heads of School, Professors Terry Nolan and Mike Morgan, who have who have been inspirational school heads and valued members of the University community during their more than 20 years of service.

Professor Shitij Kapur
Dean, Faculty of Medicine,
Dentistry and Health Sciences,
Assistant Vice-Chancellor (Health)

December 2019

FACULTY AT A GLANCE

#1

TOP RANKED UNIVERSITY IN THE ASIA-PACIFIC FOR CLINICAL, PRE-CLINICAL AND HEALTH*

#14

GLOBALLY FOR CLINICAL, PRE-CLINICAL AND HEALTH*

160+

COURSES COVERING THE BREADTH OF HEALTH AND BIOMEDICINE

5000+

PEER-REVIEWED PUBLICATIONS EACH YEAR

1700+

ACADEMIC STAFF

800+

PROFESSIONAL STAFF

3500+

HONORARY STAFF

8800+ STUDENTS ENROLLED IN THE FACULTY



1400+ HIGHER DEGREE RESEARCH STUDENTS



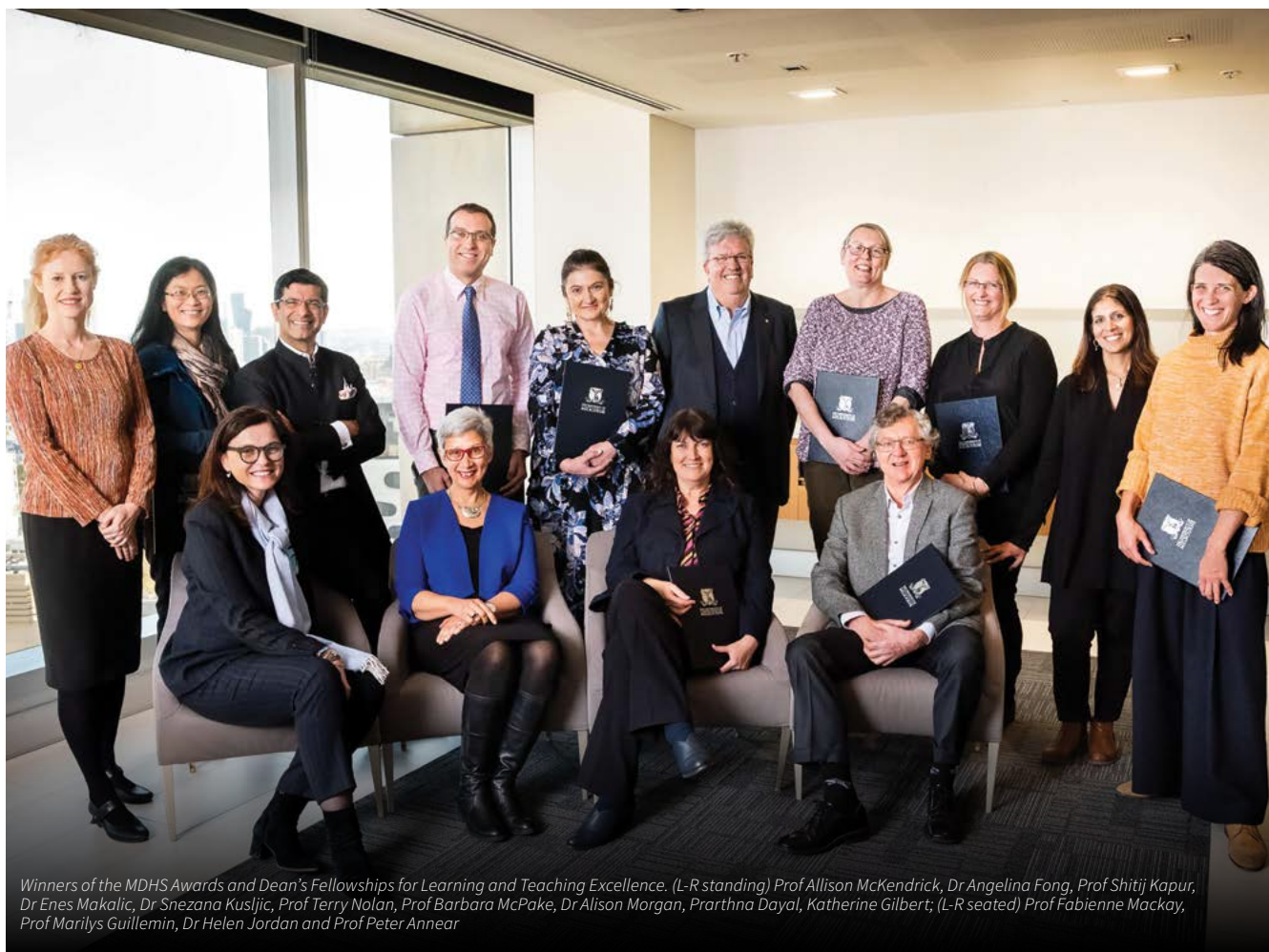
1800+ INTERNATIONAL STUDENTS FROM OVER 90 COUNTRIES



\$400M IN ANNUAL RESEARCH INCOME



*(THE Rankings)



STRATEGY IN ACTION: THE MID-WAY POINT

The Beyond 2018 Strategic Plan set some ambitious goals for the Faculty of Medicine, Dentistry and Health Sciences. As we approach the implementation mid-way point, we are pleased with the progress made in achieving our strategic objectives. Below is a highlight of some of our achievements since the beginning of the strategic plan. While it is not an exhaustive list of all that we have achieved, it illustrates the accomplishments and the trajectory along which our strategic plan is guiding the Faculty.

1. SUPPORTING PEOPLE, PASSION AND PURPOSE

- Released a statement of our faculty core values and made significant progress integrating these into all ways of working including our leadership and performance expectations, in order to support a culture that keeps people engaged and motivated
- Launched the MDHS Careers @ Melbourne framework, which includes clear academic performance expectations, criteria for promotion and resources to support staff and supervisors to hold comprehensive career discussions, engage in effective professional development programs, and access meaningful rewards and recognition
- Launched a new Recognition and Reward Framework that articulates the Faculty's new strategic and values-based approach to recognising and rewarding academic and professional teams and staff.

2. EDUCATING TOMORROW'S HEALTH WORKFORCE

- Introduced a range of initiatives to better recognise and support the vital role of our teaching academics, including clearer performance expectations for teachers, support for better-quality career discussions with supervisors, and a new Dean's Fellowship for Excellence in Teaching to recognise excellence and support professional development
- Developed a new strategy to maximise our educational portfolio which emphasises the optimisation of our coursework offerings, embedding interprofessional education and practice into our programs and advancing our custom and professional education agenda
- Launched the Ngurr-Jarraddjak Graduate Pathways Program to attract and support prospective Indigenous students for graduate coursework programs in health and biomedical sciences
- Implemented a series of initiatives to enhance student experience including a new student placement management system, a new networking event for international students, the appointment of a liaison to improve communication and feedback between the schools and Stop 1, and expanded student-alumni mentoring programs.



Winner of the 2019 Dean's Innovation Grant, Dr Linda Wakim, pictured with Prof Shitij Kapur and Prof Darren Kelly

3. DRIVING SUCCESS AND EXCELLENCE IN RESEARCH

- Successfully managed the transition to the new NHMRC and MRFF funding schemes, securing our largest ever share of investigator grant funding
- Established the Melbourne Disability Institute (MDI) which is an interdisciplinary research initiative which aims to capitalise on national reforms and active partnerships with the disability sector to deliver evidence for transformation
- Completed the first phase of the University's research investment strategy – Driving Research Momentum – which has seen us welcome over 20 outstanding new appointments and promotions within the Faculty
- Rolled out new internal funding schemes to recognise and support outstanding researchers in the Faculty including the Dame Kate Campbell Fellowships, the Dean's Innovation Awards, and travelling fellowships for early and mid-career researchers
- Rolled out a suite of initiatives to support innovation and commercialisation within the Faculty including the Dean's Innovation Awards, a seminar series focused on therapeutic development and commercialisation, and the SPARK program.

4. WORKING IN PARTNERSHIP TO MAKE A DIFFERENCE

- Initiated a joint feasibility study with the State Government, to explore the opportunity to establish a new biomedical innovation hub in Parkville with the objective of providing entrepreneurs and early stage business specialists facilities, support services and networks to help them invent, develop and implement new discoveries
- Hosted a faculty-wide reunion weekend where alumni were invited to join a two-day program of events which included tours, class reunions, and social and professional development opportunities
- Increased access to the Faculty's museum collections to engage students, individuals and communities in important health issues including touring the Medical History Museum's Art of Healing exhibition to King's College London and Medical History Museum in Berlin and reopening the Harry Brookes Allen Museum of Anatomy and Pathology for group tours
- Deepened relationships with our partners through joint appointment and investments. We've also improved coordination of day-to-day operations through the establishment of a new MRI taskforce.

5. BUILDING A WORLD-CLASS ENVIRONMENT FOR WORK AND STUDY

Completed upgrades to physical infrastructure including:

- Fit out of level 13 of the VCCC for a new cancer informatics hub
- Expansion of the Melbourne Dental School's pre-clinical and teaching facilities
- Refurbishments of research facilities across multiple sites including St Vincent's Hospital, the Royal Women's Hospital, Bio21 and the Medical Building.

Reduced administrative burden for staff and students across the Faculty including

- Improvements to the digital experience of students, recruitment and onboarding processes, and other collaborative processes between the Faculty and University Services.

Completed the roll-out of a new streamlined faculty committee structure

- Which includes new terms of reference for the Faculty Executive Committee, the establishment of five new sub-committees, each with representation from all schools, and greater representation of student and early career researchers on the Faculty Council.

SENIOR APPOINTMENTS AND PROMOTIONS

FACULTY EXECUTIVE APPOINTMENTS IN 2019



PROFESSOR NANCY BAXTER

*Incoming Head of the
Melbourne School of
Population and Global Health*

Professor Baxter is a clinical epidemiologist, general surgeon and health services researcher. Nancy will be joining us from Canada, where she is currently a professor at the Institute of Health Policy, Management and Evaluation at the Dalla Lana School of Public Health and professor of surgery at the Faculty of Medicine at the University of Toronto.



PROFESSOR WENDY CHAPMAN

*Associate Dean Digital Health
and Informatics*

Professor Chapman joined the Faculty in September to take on the roles of Associate Dean Digital Health and Informatics and founding director of the Faculty's new centre for clinical and population health informatics. Wendy will coordinate emerging activities in these areas across all our Schools and link them to opportunities with our healthcare partners and the Melbourne Academic Centre for Health.



ASSOCIATE PROFESSOR NATALIE HANNAN

*Associate Dean Diversity
and Inclusion*

Associate Professor Hannan lives our faculty values and believes strongly in a diverse and discrimination free workplace, where an individual's gender, sexuality, sexual orientation, disability, ethnicity, beliefs, values and background should not be a barrier to reaching their full potential. Natalie is an outstanding researcher who has the vision, skills and empathy to profess our diversity and inclusion agenda.



PROFESSOR SIR JOHN SAVILL

*Executive Director of the Melbourne
Academic Centre for Health (MACH)*

Professor Savill has recently commenced as Executive Director of MACH. In this role, Professor Savill will provide strategic oversight and operational management to the MACH as it works with its partners to assist the translation of research into improved healthcare via enhanced patient and community outcomes. Professor Savill will play an important role in the coordination of MACH partners for major MRFF initiatives.



PROFESSOR ALASTAIR SLOAN

*Incoming Head of the
Melbourne Dental School*

Professor Sloan will be joining us from the School of Dentistry in Cardiff University in the UK where he was previously Head of the School and a professor of tissue engineering and bone biology. In the School of Dentistry, he was previously Vice-Dean for International and Vice-Dean, Research and International. Prior to this he was Director of the Cardiff Institute for Tissue Engineering and Repair.



ANDREW STOTT

Chief Operating Officer

Mr Stott brings a wealth of experience as a leader in both the healthcare and higher education sectors. Previously Andrew was the Chief Executive Officer of the Melbourne Teaching Health Clinics (MTHC) at the University of Melbourne. Andrew was also an executive at Epworth HealthCare which is Victoria's largest, private, not-for-profit healthcare and hospital provider.

NEW CENTRE AND DEPARTMENT HEADS

Professor Ron Borland,
Deputy Director of the
Melbourne Centre for
Behaviour Change, MSPS

Professor Louise Harms,
Head of the Department of
Social Work, MSHS

Professor Olena Hankivsky,
Director of the Centre for Health
Equity Director and Chair in
Gender and Health, MSPGH

Professor Nicola Lautenschlager,
Deputy Head of School and
Research Director, MMS

Professor Gordon Lynch,
Director of the Centre for
Muscle Research, SBS

Professor Gary Rance,
Head of the Department of
Audiology and Speech
Pathology, MSHS

Professor Sarath Ranganathan,
(interim) Head of the Department
Paediatrics, MMS

Professor Lena Sanci,
Head of the Department of
General Practice and
Chair of General Practice, MMS

Professor Jennifer Wilkinson-
Berka, Head of the Department of
Anatomy and Neuroscience, SBS

Associate Professor James Ziogas,
(interim) Head of the Department
of Pharmacology and Therapeutics,
SBS

PROFESSORIAL APPOINTMENTS AND PROMOTIONS

Professor Brock Bastian, MSPS

Professor Sammy Bedoui, SBS

Professor Bec Bentley, MSPGH

Professor Kirsty Buising, MMS

Professor Richard Chenhall, MSPGH

Professor Leonid Churilov, MMS

Professor Nicola Cirillo, MDS

Professor Kate Drummond, MMS

Professor Thomas Gebhardt, SBS

Professor Paul Gooley, SBS

Professor Ben Harrison, MMS

Professor Danny Hatters, SBS

Professor Benjamin Hogan, SBS

Professor Fred Hollande, MMS

Professor Amy Jordan, MSPS

Professor Farees Khan, MMS

Professor Laura MacKay, SBS

Professor Keith Martin, MMS

Professor Stuart Mazzone, SBS

Professor Scott Mueller, SBS

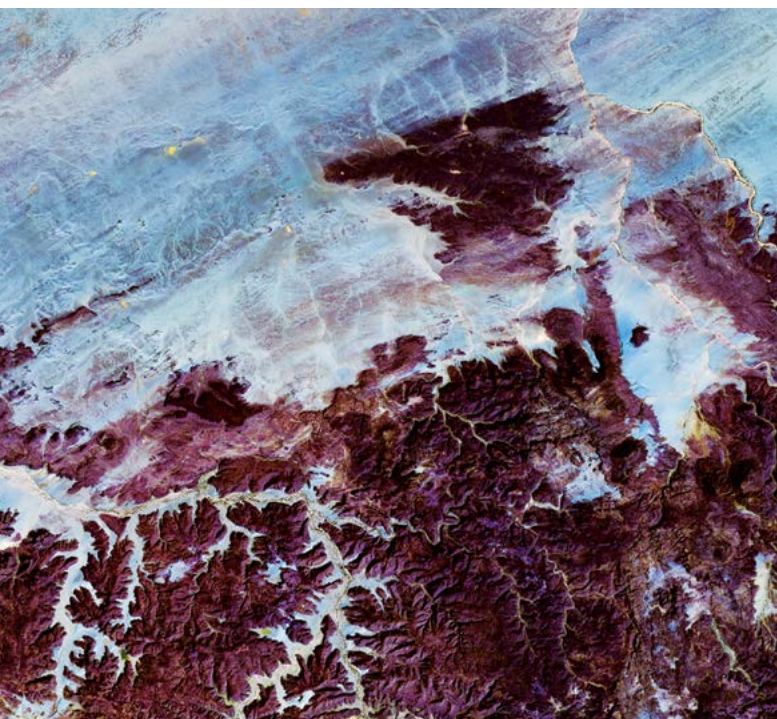
Professor Megan Munsie, SBS

Professor Alicia Spittle, MSHS

Professor Simine Vazire, MSPS

Professor Adam Vogel, MSHS

Professor John Wade,
Florey Department of
Neuroscience and
Mental Health



TRANSFORMATION UNDERWAY IN OUR SCHOOLS

In addition to the Faculty's strategic plan initiatives, there are dynamic transformations underway in each of our six schools. Below is a snapshot of some of the key school-based initiatives that will be implemented in 2020.

MELBOURNE DENTAL SCHOOL

- Develop national and international opportunities to expand our suite of Continuing Professional Development (CPD) programs
- Strengthen existing and establish new multidisciplinary collaboration through the recently established Centre for Oral Health Research. The Centre will build on the technologies resulting from the Oral Health CRC and aims to develop novel diagnostics, therapeutic and preventive oral care products to substantially lower the social and economic burden of major chronic oral diseases.
- Building on our student experience survey, the School will develop a new Student Experience Improvement Plan and roll out a series of targeted improvement initiatives.

MELBOURNE MEDICAL SCHOOL

- Redesign the Melbourne MD curriculum and commence implementation of the first year of the program. The redesigned program will maximise use of modular, technology-enhanced learning methodologies to ensure that the MD maintains its position as a leading course. This will include exploring alternative pathways for MD students which may include dual and combined degree pathways.
- Implement a systematic approach to providing support for academics to improve their research and commercialisation outputs, including the development and promotion of clinician-scientist pathways in MMS-affiliated hospitals and MRIs, piloting a commercialisation and licensing initiative and expanded mentoring programs for early and mid-career researchers

- Finalise discussions with the Baker Institute exploring the opportunity to strengthen our capacity for cardiometabolic teaching and research.
- Introduce a range of mentorship, professional and leadership development programs including Grants for Outstanding Women, Indigenous Post-doctoral opportunities and, in collaboration with MACH, post graduate clinician-scientist pathways.

MELBOURNE SCHOOL OF HEALTH SCIENCES

- Roll out a range of new initiatives to enhance student experience including new transition and orientation program, expanded mentoring programs to connect students with staff and alumni and re-invigorated curricula for future workforce readiness across each discipline
- Support the development of new collaborative research hubs across the school that are aligned with key funding priorities including the MRFF with the aim of developing major funding bids
- Roll out a new initiative to raise the profile and importance of informatics, innovation and new technologies across the School in both research and learning and teaching
- Strengthen and expand the School's international collaborations including establishing a new joint PhD program in Chennai with IIT-M, and extending to CMC Vellore, Medical Research Foundation India and working in Vietnam to establish discipline links at government level.

MELBOURNE SCHOOL OF POPULATION AND GLOBAL HEALTH

- Successfully transition new leadership positions in the school including the new Head of School, Directors for the Centre of Health Policy and Centre of Health Equity, along with senior appointments in Health Economics, Health Policy, Gender & Women's Health and Biostatistics
- Commence works on the redevelopment of 207 Bouverie St and 32 Lincoln Square North to provide a single physical location for all elements of the school structure. This will enable greater integration of research, industry collaboration and teaching activities across the School's portfolio, along with administrative and space efficiencies.

- Expand our suite of award and non-award teaching programs. This will include examining potential opportunities for growth and/or redevelopment of teaching products across a range of areas including: health leadership, data science and informatics, clinical research, global health, health economics & health services research, and ageing and/or sexual health.

MELBOURNE SCHOOL OF PSYCHOLOGICAL SCIENCES

- Officially launch the new Melbourne Centre for Behaviour Change. The centre will focus on Australia's preventable disease burden and create a network to facilitate collaboration between researchers across the University who are interested in behaviour change research.
- Commence works in the Redmond Barry Building to modernise and reconfigure rooms to make them more amenable to research and teaching. In addition, we will be acquiring space in Melbourne Connect for several research groups and looking at options to enable expansion of the School and the psychology clinic.
- Expand our postgraduate teaching program offerings to offer more psychology pathways including exploring the opportunity to create a 5+1 graduate pathway and to introduce a bridging course, whereby psychology graduates who have completed postgraduate training in one specialisation can undertake further education towards registration in another
- Continue to strengthen and expand the School's external partnerships similar to what is in train with SANE Australia to develop better management of clients with complex mental health disorders presenting in crisis.



SCHOOL OF BIOMEDICAL SCIENCES

- Revise the Bachelor of Biomedicine first year curriculum to make a great degree even better
- Integrate the Digital Learning Hub into the Undergraduate curriculum. The state-of-the-art facility will foster a digitally enabled education through modern technology and resources
- Launch the Centre for Muscle Research to foster research and academic collaboration in muscle-related research across the University and its affiliated hospitals and institutes. The centre will lead global endeavours in the advancement and translation of muscle biology including transformative tools and technologies applied to muscle development, adaptation, repair, and wasting conditions.
- Increase the number of student stipends for domestic higher degree research students to give excellent students a chance to complete a PhD.

1. SUPPORTING PEOPLE, PASSION AND PURPOSE

In 2019, we entered the second year of the MDHS Careers @ Melbourne Framework implementation. In February we commenced a campaign to engage our academic supervisors and staff in holding quality career discussions.

These discussions are based on the ethos that meaningful academic careers don't just happen, they need support, development, recognition and reward. Additionally, we launched our faculty's new Academic Performance Framework Dashboard, which provides an up-to-date, interactive application for academic staff and supervisors to access University system data on research contributions and achievements. We also delivered a revitalised faculty mentoring program for professional and academic staff. As part of this, we delivered mentoring programs that catered specifically to the needs of mid-career professional and academic staff which focused on the development of new skills, confidence and professional networks.

In 2020, the Faculty will roll out the third year of the MDHS Careers @ Melbourne Framework, with a specific focus on how professional staff can be better supported and recognised in addition to the continued work being undertaken to support academics to engage in meaningful career discussions.

2019 HIGHLIGHTS

In 2019 we...

- **Ran a targeted campaign to engage our academic supervisors and staff in holding quality career discussions.** The campaign included over 35 staff briefings across the division and electronic and print communications to our 1,700 continuing and fixed-term academic staff.
- **Launched a new Academic Performance Framework Dashboard,** providing an up-to-date, interactive platform for academic staff and their supervisors to access University system data on individual staff member's research contributions and achievements. We have also refreshed the Level E triennial discussions to enhance the performance and development of our senior professorial cohort.

- **Released a new Recognition and Reward Framework** that articulates the Faculty's new strategic and values-based approach to recognising and rewarding academic and professional staff and teams. To support this framework, we launched a new one-stop-shop website to connect staff and supervisors with existing opportunities for recognition and reward.
- **Designed and launched a new suite of annual faculty staff excellence awards** to recognise high-performing teams and staff at all levels in our faculty, schools, centres and institutes who have demonstrated excellence in their work.

2020 INITIATIVES

In 2020 we will...

- **Strengthen career opportunities for professional staff by rolling out the next phase of the Careers @ Melbourne Framework.** This includes a refreshment of the PDF process to clarify individual performance expectations that align with our faculty goals and values.
- **Deliver the second year of our 'Setting the Standards' workshops** which act as a forum for feedback and reporting progress regarding our faculty values and behavioural expectations including the Faculty's commitment to diversity and inclusion
- **Implement the enhanced Academic Performance Framework Dashboard,** including the addition of teaching and learning and supervision data, honorary staff data and a greater management reporting functionality
- **Roll out the next phase of targeted leadership programs and training resources** to support management and leadership roles in the Faculty and improve mentoring opportunities for staff
- **Enact the 2018 Enterprise Agreement**
- **Design and release new resources to enhance the wellbeing of staff and improve their health and workplace experience**
- **Deliver new initiatives to support the Faculty's newly established gender and Indigenous staffing targets.**





2. EDUCATING TOMORROW'S HEALTH WORKFORCE

Since the launch of *Beyond 2018* we have rolled out new initiatives to better recognise and support the vital role of our teaching academics.

As part of the MDHS Careers @ Melbourne Framework we released clearer performance expectations for teaching focused academics, increased support for better-quality career discussions and introduced a new Dean's Fellowship for Excellence in Teaching. We have also initiated a new faculty-wide project to identify new programs that span the continuum of a career in health and biomedicine. To support this, we have appointed Professor Colin Royse as the Director of Continuing and Professional Development and are working closely with the new Melbourne School for Professional and Continuing Education (MSPACE).

The Faculty will deliver the University's new Student Life Strategy, which makes a strong commitment to undergraduate students to ensure they are assisted and guided throughout their transition to university and sets them up for academic and personal success. Building on this, the Faculty will focus on developing a new set of initiatives to support and enhance the experience of our postgraduate students. We will also continue to advance our custom and professional education portfolio to ensure we can meet growing demand for flexible learning delivery and continuing education.

2019 HIGHLIGHTS

In 2019 we...

- **Commenced the development of a strategy to engage students on inter-professional practice** and appointed Professor Elizabeth Malloy as Director of Inter-professional Education and Practice to lead its implementation. The strategy will initially target all first-year students in entry-to-practice degrees and will have a focus on Indigenous health.

- **Initiated a new faculty-wide project to identify new programs that span the continuum of a career in health and biomedicine** to address the growing demand for flexible and continuing education
- **Continued implementation of improvements to the student experience** including the streamlining of student police check applications, postgraduate coursework admissions and administration requirements for PhD students
- **Increased the representation of students at the Faculty's Annual Leadership Conference and on faculty and school committees** to ensure they have a voice in our faculty.

2020 INITIATIVES

In 2020 we will...

- **Continue implementation of the faculty's new Interprofessional Education and Practice Strategy** which will start with our entry-to-practice degrees
- **Host the inaugural Melbourne Commencement Ceremony for Bachelor of Biomedicine and Bachelor of Oral Health students.** The ceremonies are designed to recognise first-year student achievement, celebrate their admission to our community and assist students in transitioning to the University community.
- **Together with Chancellery, launch a new program of academic advice and peer mentoring** to support students in transitioning to university life, facilitate connections with their chosen discipline and provide overall course and career advice
- **Roll out an expanded pilot alumni mentoring program for final year students in flagship graduate degrees and the Bachelor of Oral Health** and continue to deliver a series of career roundtables and other career events across the faculty that aim to connect students with alumni.







3. DRIVING SUCCESS AND EXCELLENCE IN RESEARCH

The past year has seen a huge transformation of the Australian funding landscape for health and medical research.

We saw the first full year of the new NHMRC grant schemes and the scaling-up of the Medical Research Future Fund. To support our researchers throughout this year of transition, we have rolled out a range of programs and investments. We also awarded the inaugural Dame Kate Campbell Fellowships to recognise and support our existing research leaders, and welcomed many new research leaders to the Faculty through the Driving Research Momentum program.

Over the next year the Faculty will continue to strengthen the quality, scale and impact of our research agenda. We will roll out phase 2 of the Driving Research Momentum strategy. We will also place special emphasis on strengthening our translational research agenda. This will include the establishment of a new health and clinical research support hub which will provide specialist services for the development and management of clinical trials and other clinical research. Additionally, the Faculty will continue to expand the support offered to researchers in securing research funding through the NHMRC and MRFF funding schemes.

2019 HIGHLIGHTS

In 2019 we...

- **Continued implementation of the University's new research investment strategy - Driving Research Momentum**, with a major recruitment campaign that saw the promotion and appointment of 20 outstanding researchers
- **Awarded the inaugural Dame Kate Campbell Fellows**, with 35 fellowships awarded across Levels C, D and E, which recognise the incredible contributions to our faculty through outstanding research and which impacts our local communities through to populations and societies

- **Rolled out new programs to support researchers in securing funding and successfully transitioned to the new NHMRC and MRFF schemes.** The support offered included workshops, thematic pitching panel opportunities, an online support hub and opportunities for application review.
- **Appointed Professor Wendy Chapman as the Associate Dean Digital Health and Informatics** who will lead the establishment of the new centre for population and clinical health informatics which will coordinate the emerging activities in these areas across our schools
- **Delivered a new seminar series in drug development and commercialisation.**

2020 INITIATIVES

In 2020 we will...

- **Strengthen our expertise by rolling out phase 2 of the University's research competitiveness strategy Driving Research Momentum** with a focus on recruiting experts with capabilities in clinical translation and commercialisation
- **Award a new cohort of Dame Kate Campbell Fellowships to recognise and support outstanding researchers in the Faculty**
- **Launch a new Health and Clinical Research Support Hub** to bring together clinical trial activity from across the faculty and provide specialist services for the development and management of clinical trials and other clinical research. The development of this hub is being jointly led by the Melbourne Medical School and the Melbourne School of Population and Global Health.
- **Develop a philanthropic priority framework** through which we will increase philanthropic engagement in our research
- **Roll out the next phase of the SPARK Program** to support biomedical research translation training. In 2020 the program will focus on pharmaceutical development and MedTech and will provide pathways into other MDHS and University entrepreneurship development programs.
- **Implement an innovation index to track faculty innovation and enterprise activity** in collaboration with Research Innovation and Commercialisation.





4. WORKING IN PARTNERSHIP TO MAKE A DIFFERENCE

The strength and depth of our partnerships in the precinct and beyond are vital for us to effect meaningful and lasting change in society.

The effective translation of health and medical research is becoming more critical to our competitiveness on the global stage, driven by increasing expenditure on key health programs, and a global shift towards knowledge-based economies that contribute to accelerated levels of productivity and economic performance.

In 2020, we will work together with the State and Federal Governments and our precinct partners to develop a precinct-wide approach to biomedical innovation and research translation through the completion of a feasibility study exploring the opportunity to establish an innovation hub in the precinct. We will also see the finalisation of discussions with the Baker Institute exploring the opportunity to strengthen our capacity for cardiometabolic teaching and research.

2019 HIGHLIGHTS

In 2019 we...

- **Together with the State Government, initiated a joint feasibility study to explore the opportunity to establish a new biomedical innovation hub in the Parkville** to provide entrepreneurs and early stage business specialists facilities, support services and networks to help them invent, develop and implement new discoveries
- **Appointed Professor Sir John Savill as the new Executive Director of the Melbourne Academic Centre for Health (MACH)**
- **Rolled out a series of joint initiatives to strengthen our partnership with CMC Vellore** including a new student mobility program for Melbourne optometry students, a research training program, and developed a joint leadership program that will launch in 2020

- **Hosted a faculty-wide Reunion weekend in which all alumni of the Faculty were invited to join a two-day program of events**, which included tours, class reunions, and social and professional development opportunities. This follows the success of last year's inaugural Reunion Weekend for the medical school.
- **Rolled out new programs to increase access to the faculty's museum collections.** This included launching The Women's Exhibition at the Medical History Museum (hosted jointly with the Royal Women's Hospital), touring the Art of Healing Exhibition to King's College London and reopening the Harry Brookes Allen Museum of Anatomy and Pathology for group tours.

2020 INITIATIVES

In 2020 we will...

- **Develop a 'Precinct Masterplan' with the State Government and our precinct partners**, that sets out a vision for infrastructure, health services and support for early-stage businesses within the precinct
- **Explore the opportunity to establish a new biomedical innovation hub in the Parkville precinct**
- **Finalise discussions with the Baker Institute to explore the opportunity to strengthen collaborations** which will enhance our capacity for cardiometabolic teaching and research.
- **Expand the Faculty's Health Leadership Program with CMC Vellore.** In 2020, the program will bring together 10 clinical researchers from Melbourne and CMC Vellore to develop skills to mentor and supervise others and establish new clinical research collaborations that would be eligible for international grants.
- **Assess the impact of phase 1 of the Leaders Engaged in Academic Philanthropy Program and develop and commence implementation of phase 2.** The program supports academics to engage in philanthropic activities.

5. BUILDING A WORLD-CLASS ENVIRONMENT FOR WORK AND STUDY

The beginning of the year saw the opening of the impressive new Western Edge Biosciences (WEBS) building, which for the first time brings together staff and students from three faculties – Science, Veterinary and Agricultural Sciences and Medicine, Dentistry and Health Sciences.

The new facility provides world-leading teaching, learning and research facilities for an advanced student experience. Throughout the year we have also upgraded the physical infrastructure at many of our existing facilities. We have also been engaged in a major planning exercise to ensure we can accommodate the anticipated growth in research activity over the next five to ten years.

In 2020 the Faculty will commence implementation of a new Biomedical Infrastructure Program to prepare for the anticipated growth in research driven by DRM and the MRFF. This will include detailed planning to support more efficient use of space in existing buildings, and conceptual planning for a new potential building to support research growth and foster new partnerships and industry engagement with precinct partners. At the same time, we will also work with Chancellery on developing a long-term infrastructure plan that will address the Faculty's ageing core infrastructure.

2019 HIGHLIGHTS

In 2019 we...

- **Commenced a series of accommodation upgrades that will improve teaching and research facilities and make way for the new student precinct on Swanston Street**
- **Completed upgrades to physical infrastructure across multiple sites, including:**
 - Expansion of the Melbourne Dental School's pre-clinical and teaching facilities at the Royal Dental Hospital of Melbourne and the Melbourne Dental Clinic
 - Upgrades to the PC2 laboratories on Level 7 of the Medical Building for the department of Physiology
 - Refurbishment of facilities at our clinical sites including the Royal Women's and St Vincent's hospitals

- **Completed the final round of Kafka projects** guided by feedback from an academic staff survey. Projects focused on further improvements to the student digital experience and recruitment and onboarding processes
- **Completed the roll-out of a new streamlined faculty committee structure** with the establishment of two further Faculty Executive sub-committees, Engagement and Faculty Operations. We also increased the representation of students and early career researchers in faculty leadership events.

2020 INITIATIVES

In 2020 we will...

- **Complete refurbishment works to accommodate the relocation of the Departments of Optometry and Vision Sciences and General Practice to make way for the new Student Precinct**
- **Commence work to upgrade parts of the Redmond Barry Building for the School of Psychological Sciences**
- **Commence works on the redevelopment of 207 Bouverie St and 32 Lincoln Square North** to provide a single physical location for all elements of the Melbourne School of Population and Global Health structure
- **Complete refurbishments at several clinical sites** including the Royal Melbourne Hospital Clinical Sciences Building, Austin Harold Stokes Block at the Austin Hospital and Royal Dental Hospital of Melbourne
- **Undertake detailed planning to accommodate the Faculty's projected research growth over the next 3-5 years.** This will include a programmatic approach to creating additional capacity in our existing buildings including the Alan Gilbert and Medical buildings.
- **Commence early-stage conceptual planning for a new multidisciplinary translational research facility** that will support both the University's growth in health research and foster new partnerships and industry engagement with current and future Precinct partners
- **Strengthen operations and interaction between the Faculty and the schools**
- **Establish an enterprise performance framework by implementing a new budget model which involves the management and reporting of key financial and non-financial business drivers.**





Photography by Adrian Vittorio.

STAY UP TO DATE

As we work to convert our strategic plan into action, we encourage and welcome engagement from across the faculty to ensure that our strategy continues to reflect our large and diverse staff and student community.

Throughout the year, we will provide regular updates on our progress and have calls for consultation on the development of specific initiatives through the Beyond 2018 website. We will also keep you up to date through the Dean's monthly videos, the faculty newsletter and targeted communications about specific initiatives.

For more information, please visit:
www.mdhs.unimelb.edu.au/Beyond2018








CONNECT WITH US

We hope you'll be inspired to learn more about the faculty and to connect with us, whether as a current, or prospective student, an academic or professional staff, or a member of the general public.

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