BETTER BUSINESS FOR A BETTER WORLD

IMPACT REPORT 2018
DEAN’S MESSAGE

At Melbourne Business School, we believe that better business makes for a better world. That’s why we work hard to discover and teach what it takes to make better businesses – not for their own sake, but because of the impact they can have on the lives of employees, customers and the broader community.

And not only business – many of the same principles that make for better businesses also make for stronger and more effective not-for-profit enterprises and public institutions.

Over the past year, we have worked hard not just to teach these ideas but exemplify them. I have worked with my colleagues to make the School as welcoming and inclusive as possible to a diverse range of people. I am especially proud of the inaugural Women in Leadership Program and the continued success of the Murra program for Indigenous business leaders.

The School has always been a part of the wider family that is The University of Melbourne, and last year this close relationship was reaffirmed with the signing of the Joint Strategic Plan for Graduate Education in Business and Economics.

Working with the wider University, the School will extend its impact to areas as diverse as medical education, arts administration and the professional development of school principals.

I hope you enjoy reading about our achievements in 2018 in this year’s Impact Report, and join us for what’s to come ahead.

Ian Harper
Dean
Melbourne Business School
ALUMNI AWARDED AUSTRALIA DAY HONOURS

Maurice Crotti
Jon Hickman
Judith Slocombe
Andrew Myer
Neville Carter
$2,587,910
IN SCHOLARSHIP FUNDING AWARDED TO
72 STUDENTS
1279 PARTICIPANTS IN SHORT COURSES

17 RESEARCH ARTICLES IN LEADING JOURNALS
NEW PROGRAMS LAUNCHED

Brand Management
Design Thinking for Managers
Growing Demand
Leading in the Digital Age
Leading Professional Services Firms
Master of Analytics Management
Oxford-Melbourne Digital Marketing and Analytics Program
Women in Leadership Program

NEW FACULTY

Professor Glenn Hoetker
Associate Professor Deshani Ganegoda
Assistant Professor Burak Oc
Our ongoing campus revitalisation is improving business networks in the heart of Melbourne’s knowledge precinct.

In January we opened the Hub space at the centre of the School, followed by the installation of three new theatres, new syndicate and meeting rooms, a welcome lounge and bicycle facilities.

These upgrades have made our campus a home for a vibrant learning community, where students, academics, alumni, industry and government come together to solve complex problems.

“Melbourne Business School’s overall objective was to co-locate and bring together Mt Eliza Executive Education with the main campus. We opened up the centre of the School, incorporating the outdoor courtyard, to create the Hub, a place for people to come together. It’s a welcoming and flexible environment for students, staff and visitors to engage in the daily life of the school, creating a much more connected experience for everyone.”

RACHEL PECK (SE MBA 2010)  
Principal at peckvonhartel
Many of our faculty are more than just academic experts; they’re also experts in their respective industries. Here’s a small taste of what it’s like to be a “giant in the field”:

**Glenn Hoetker**

Professor of Business Strategy  
Helen Macpherson Smith Trust Chair of Leadership for Social Innovation

Glenn Hoetker’s mission is to help organisations find solutions to complex problems, such as building sustainability while staying financially successful.

“I’ve had a lifelong interest in sustainability,” he says. “For the last decade, I’ve combined that with my expertise in strategy and innovation, particularly around clean energy and what that means for companies on a large scale.”

Thanks to his long career, Glenn knows more than most people on how to approach a problem from different angles. At Arizona State University, Glenn worked across the Department of Management, Julie Ann Wrigley Global Institute of Sustainability and the Centre for Law, Science and Innovation. At the University of Illinois, he was Director of the Centre for International Business Education and Research and held an appointment with the Institute for Genomic Biology.

Before these roles, Glenn was an international program analyst at NASA and conducted research on global technological developments on behalf of companies in the automotive, computer, semiconductor and consumer goods industries.

Now, Glenn is the HMS Trust Chair of Social Innovation at Melbourne Business School, giving our students the skills needed to help business contribute to a better world.

“I’m working on plans to help organisations view sustainability like other strategic decisions – affected by revenue, cost and risk – because they will need to if they want to sharpen up.”

**Hugh Williams**

Adjunct Professor of Computer Science  
Former Product Engineering Vice President of Google Maps

Hugh Williams has been a Vice President at Google, Tinder and eBay, and invented one of the most ubiquitous elements of modern web design – the infinite scroll. Now he’s an Adjunct Professor at Melbourne Business School, teaching on our MBA and Master of Analytics Management programs, as well as advising the next generation of tech entrepreneurs.

“Now I run large technology organisations at scale from managing software engineering to placing product, employment and strategy, which is the focus of my advisory work,” Hugh says.

As an advisor to Expert360 in Australia, DoorDash in the US and PhotoBox in the UK, Hugh splits his time between three continents helping disruptive companies to grow at scale.

“DoorDash is a monstrous food delivery start-up taking on UberEATS in the US,” he says. “They were valued at $500 million when I started there and now they’re worth north of $5 billion. I help them scale their tech, talent, organisation and performance at this hypergrowth level.”

Through his popular Managing in an Analytics Environment subject, Hugh teaches our students how to make successful decisions in a world driven by information and technology.

“It’s easier to build a start-up nowadays because the platforms that were once only available inside companies like Amazon or Google are now publicly available,” he says. “That’s an interesting revolution to be part of.”
NEW PROGRAMS FOR BUSINESS LEADERS

ADAPTING TO PROFESSIONAL NEEDS

We launched eight new programs in 2018. Here’s a taste.

Brand Management

SHORT COURSE

Marketers learn to grab customer attention and position their brand to stand out from the pack. With Mark Ritson at the helm, it’s where marketing savvy meets business practicality.

“Marketers learn to grab customer attention and position their brand to stand out from the pack. With Mark Ritson at the helm, it’s where marketing savvy meets business practicality.”

Emma Levy
Director of Brand and Marketing
The Australian Centre for the Moving Image

Design Thinking for Managers

SHORT COURSE & CUSTOM SOLUTION

Professionals discover how design tools can solve any organisational problem by testing ideas and products on customers before releasing them to the market. It’s how Apple and Nintendo humanised their offerings.

“Professionals discover how design tools can solve any organisational problem by testing ideas and products on customers before releasing them to the market. It’s how Apple and Nintendo humanised their offerings.”

Emma Price
Customer Experience Manager
Aesop

Women in Leadership Program

SHORT COURSE

An empowering experience for senior women leaders that teaches resilience, influence, negotiation, design thinking and advanced leadership skills to create more successful organisations.

“The program is designed with the challenges of tomorrow in mind. It will enable managers to make sure they are prepared for the changing way we do business.”

Kate Bradstreet
Executive Director Communications
Ambulance Victoria

Master of Analytics Management

DEGREE

Analytics managers learn how to harness the power of data teams to make better decisions for their organisation. It’s the next frontier for extracting maximum value from the vast amounts of information around us.

“Analytics managers learn how to harness the power of data teams to make better decisions for their organisation. It’s the next frontier for extracting maximum value from the vast amounts of information around us.”

Jeffery Eberwein
Partner of Technology Advisory
EY
Antonia Yendell

Worked on placement for Windana Drug and Alcohol Recovery
Executive MBA

“Working with Windana taught me about tolerance. We were apprehensive about going to meet addicts, some of whom had been in trouble with the law, but they couldn’t have been more genuine and beautiful people. They were truly inspiring in how they had changed their lives. It was really about behavioural change, which was the most captivating part of the project for me.

I was never one to reflect, but that’s something we learned to do on the Executive MBA program. You have to reflect to have growth, which is the whole ethos at Windana. It’s enduring. They provide a unique service that is actually far beyond a traditional rehabilitation centre.

Windana enables a supportive, holistic community and empowers individuals to rebuild their lives. It’s not a quick fix, and has great success rates but requires more resources over a longer period of time.

It was a perfect consultancy brief. They were so generous with their time, opened their doors to us and clearly articulated the challenge they faced. We could apply the learnings and strategic business skills to a real-life organisation and help define business problems and propose solutions. It was a capstone subject with a chance to make a real difference, which was very rewarding.”
Lucy D’Emanuele

Business Manager at Peter MacCallum Cancer Foundation
Harold Campbell-Pretty Scholarship

Lucy D’Emanuele is helping the Peter MacCallum Cancer Centre prevent, detect and treat cancer. One in two Australians are expected to have cancer by age 85.

As a business manager, Lucy works to improve fund-raising efficiency at the Centre’s philanthropic arm, the Peter MacCallum Cancer Foundation - which supports 600 plus researchers, clinical staff and other health professionals.

“Peter Mac’s cancer researchers are internationally recognised for their leading role in accelerating the search for cancer cures, and I’m also endeavouring to become a leader in my field, which is why I started studying an MBA at MBS,” Lucy says.

With the help of the Harold Campbell-Pretty Scholarship, Lucy committed herself to learning how to maximise funds for cancer research.

Now, her new business knowledge is already making a difference in her work at the Foundation.

“Each day, I’ve been able to apply something better at work, such as ways to manage people, lead or communicate in difficult situations,” she says.

“I’m grateful for the opportunity the scholarship has given me.”

Kate Phillips

Freelance Consultant at YMCA
Non-Executive Director at Women’s Health Victoria
Senior Executive MBA Class of 2003 scholarship

Kate Phillips’ concern for rural women and children has taken her from Program Co-ordinator to CEO at YMCA Ballarat, where her work has helped thousands of young people.

Since then, she has become a freelance consultant for YMCA Victoria and a Non-Executive Director on the Board at not-for-profit agency, Women’s Health Victoria.

“As a consultant for the YMCA, I can now offer this great organisation a different point of view to help achieve an even better strategy for helping children in need,” Kate says.

“At Women’s Health, we’re looking at sexist advertising, advocating for the new gender equality legislation in Victoria and how to best support women leaders.”

Kate recently enrolled in our MBA program and received a confidence boost when she was awarded a scholarship funded by the Senior Executive MBA Class of 2003.

She is using her MBA knowledge and experience to help stamp out violence against women and prioritise their health needs in public policy.
“I’m a bit different in that my background is as a record producer. I’ve been fortunate enough to work on numerous Number 1 records, including several that have received ARIA Awards.

The Melbourne Recital Centre came to us wanting to ensure that its Learning and Access programs were sustainable for the long term. My background in music helped open the door for me to take the opportunity.

The Learning and Access programs cater for audiences including children, students, people in regional areas and the elderly. It’s deeply aligned with the organisation’s purpose, which is to serve all Victorians.

By asking the right questions and actively listening to gain a deeper understanding, I could see what the issue was. I interviewed everyone from the program coordinator right through to the CEO, and created a bespoke framework for them.

By leveraging the insights from my report, the MRC can ensure those programs continue for the benefit of the Victorian community. That is deeply powerful.

I’m looking to spread my wings beyond the music sphere, and this was a wonderful first step. I found the experience one in which I was able to both add value to the organisation and grow personally.”
BioDesign Innovation Program

Designed to help save lives, the BioDesign program sees MBA and engineering students work together to come up with innovative solutions to real medical problems.

Standout teams in 2018 included Curatex, who created a low-cost method for monitoring respiratory rates, and Ventora Medical, which created a breathing device for premature babies.

“Business in Asia revels in mature business, partnering you with established organisations to solve problems that are loaded with the challenges of a complex international market.”

Global Competitions

Each year our students put their skills to the test and compete against teams from around the world to find new ways for business to improve society.

In 2018, student teams put forward their best ideas for energy innovation while competing for the Hult Prize in Mexico City, Kuala Lumpur, Singapore and Melbourne, as well as addressing a sustainability challenge in the famous Aspen Institute MBA competition.

“We drew on all our classroom experiences to pitch a solution that was a bit out there, but definitely put our skills to good use. Overall, a fun weekend with friends.”

International Experiences

Travelling overseas to learn new ways of doing business is a key part of our MBA experience, with students visiting partner schools in 23 countries throughout 2018.

Our full-time MBA cohort visited Shanghai, the world’s fastest growing economy, and learned from companies including EY about how to run projects with an immense public impact as part of the Business in Asia module.

“We drew on all our classroom experiences to pitch a solution that was a bit out there, but definitely put our skills to good use. Overall, a fun weekend with friends.”

Innovation Bootcamp

Starting a successful company requires more than just a great idea. On our Innovation Bootcamp module, MBA students get experience developing a new business concept under pressure and pitching it to real experts from industry.

Guest panel judges in 2018 included Professor Colin McLeod from the University of Melbourne and Kepler Analytics, Georgia Beattie; CEO of Startup Victoria and Alison Hardacre, co-founder of HealthKit.

“Starting a successful company requires more than just a great idea. On our Innovation Bootcamp module, MBA students get experience developing a new business concept under pressure and pitching it to real experts from industry.”

LIVING THE DREAM

Student Experience

Kate Eckersley
National Manager
Bupa

Nick Thomas
Assurance Lead
BP Australia

Innovation Bootcamp

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“A truly inspiring experience of such intensity and comradeship that it lives with you long after the course completes.”

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Nick Thomas
Assurance Lead
BP Australia
Michelle Evans
Associate Professor of Management and Marketing
Director of the Murra Indigenous Business Masterclass Program

“We knew that if individuals had access to business education, not only would they grow their businesses, but they’d have the entrepreneurial acumen to create different ways of doing things in the community and really make a change in the world.

We’ve had 136 graduates so far. It’s been wonderful to see the success and the development of their organisations once they’ve been through the program, as well as how many joint ventures have come out of Murra participants meeting each other and creating new things together.

If you look at the top 20 indigenous organisations contracting to government at a federal level, there’s at least four Murra alumni in there. These are businesses that have gone through the program, have been able to convert and adapt what they’ve learnt and then really grow and employ a whole range of Aboriginal people.

Last year we had one of the most significant businesses in the program to date – Warroo Game Meats. They’re based in Surat in southwest Queensland and employ 5 per cent of the entire population of the town. That gives you an idea of how much of an impact these organisations have on the community.”
Confrontation or personal failure in the workplace can be powerful triggers for aggression or depression. But new research is seeking to counteract these effects by improving resilience. “This project will help us understand how tailoring interventions to a professional’s cultural perspectives can help to improve their self-worth and offer concrete tools for wellbeing,” says Jen Overbeck, the research lead.

Jen is looking at negative self-worth in key professions, including law enforcement and healthcare, to learn how people can better cope with stress from confrontational interactions or falling short of personal aspirations. “Reducing negative outcomes for professionals, such as withdrawal, will lead to better worker productivity, increased personal wellbeing, social harmony and greater understanding of cultural perspectives,” she says. “Given the increasingly multicultural population of Australia, our research should help companies go beyond a ‘one size fits all’ approach to support employees in a more customised way.”

Envy is a common response to a colleague’s success at work, but it’s not the only one. New research is exploring ways to reduce envy and boost collaboration among employees. “Our research introduces the concept of positive empathy – the experience of happiness in response to a co-worker’s positive experience – as an alternative reaction to envy,” says Deshani Ganegoda, the research lead.

Although some employees might be prone to experiencing envy, Deshani says managers can take steps to create a workplace where positive empathy is the norm. “Managers can reduce envy and encourage positive empathy by promoting a collective organisational identity, instilling fair rewards and recognitions, and putting people in control of their own performance.” Deshani says her research is especially relevant for organisations hoping to encourage greater collaboration between staff. “Malicious envy leads to victimisation of high performers, reduced collaboration and poor team performance. Positive empathy, on the other hand, improves personal wellbeing, team collaboration and effectiveness. Given this, there are clear benefits to positive empathy in the workplace.”
Charles Goode Oration

Professor Rajesh Chandy of London Business School delivered our annual oration recognising the philanthropic work of Charles Goode AC. A leading expert on innovation and social impact, Professor Chandy spoke about what business leaders can learn from entrepreneurs in emerging markets, drawing on his research into South African micro-entrepreneurs and property rights in Egyptian slums.

Dean’s Leaders Forum with T2 Tea

In the first of six Dean’s Leaders Forums held last year, Nicky Sparshott, Global Chief Executive of T2 Tea, spoke about how she took the iconic Melbourne brand to the world. The former Unilever vice-president spoke about how T2 expanded into international markets to double its business, complementing retail with new channels and putting data at the centre of decision-making.

Melbourne Business Analytics Conference

More than 700 people attended our second annual conference on the power of data and analytics in business, held at NAB headquarters in Docklands.

Melbourne Lord Mayor Sally Capp opened the conference, giving way to talks with experts from Google, Medibank, NAB, Boston Consulting Group, Tennis Australia, Australia Post, Stanford University, NYU Stern and the Haas School of Business at UC Berkeley.

Our inaugural conference on ethics in business encouraged honest and vital conversations on practices that affect the whole community.

Guests including Elizabeth Proust, Chairman of the Australian Institute of Company Directors, and Professor Cordelia Fine spoke about issues including privacy, sustainability, difficult board decisions and the role of educators in promoting ethical behaviour.
Stan Liacos

CEO of Queen Victoria Market
Master of Marketing 1990

Stan Liacos has a passion for the spaces where communities come together. After working on iconic precincts including Federation Square and the Geelong waterfront, as well as driving the transformation of Bendigo, he’s now throwing everything he has into revitalising Melbourne’s Queen Victoria Market.

“For me, the greatest and most fulfilling career achievement is in helping transform businesses and precincts through physical redevelopment and clever communications and marketing – all for the ultimate good of a community,” he says.

Stan’s new challenge is to contemporise the operation and promotion of the famous QVM to keep pace with major changes in consumer behaviour and the city of Melbourne, while at the same time preserving its much-loved history, heritage and market theatre.

“Melbourne is a much different city than it was, say, even 20 years ago, and in the case of the market we’re seeing visitation, expenditure and business decline at a treasured major market that had otherwise been flourishing for 140 years. That can be daunting for our community of more than 700 traders.

“I’m throwing everything at QVM – engaging with the community, traders, the city council, who are all important stakeholders. Our reinvestment plans are off and running, commencing with the building of a 500-space basement car park and looking at how we reorientate our operations to reduce costs and improve safety.”

One of Stan’s biggest achievements so far has been to encourage innovation and new ways of thinking at the Melbourne institution, which is much loved for its history.

“We’re an iconic traditional mega-market, which is great on one hand but it also means there’s incredible complexity and statutory hurdles in renewing a state and federal heritage-listed attraction,” he says.

“QVM is in danger of being over protected and, dare I say, loved to death. Luckily, I’ve got a great team to work with. There’s momentum gathering with traders and government now because we’re making evidence-based decisions and creating optimism.”
Studying a Senior Executive MBA gave Stuart Prosser the push he needed to pursue his dream of opening a maternity clinic that specialises in providing care after childbirth – not just before it.

“It used to be that we often had grandparents at home, mums didn’t go back to work so soon and there was more support around new parents,” he says.

“That support network in modern society has now gone. If you combine that with a system that doesn’t cater for the post-natal, new mums are isolated.”

Stuart has opened a clinic with a radically different approach to maternity care, called One for Women, where he prevents problems such as anxiety, isolation and depression. He developed the idea during his classes at Melbourne Business School.

“I clearly remember the very first module we did with Jody Evans,” he says. “The assessment for that module was to write a marketing plan for either your current business or a business you wanted to consider doing in the next 12 months. That would prove to be a pivotal moment.”

Over the course of the program, Stuart used the idea for One for Women as the model to which he applied lessons in business strategy, finance, innovation, brand management and strategy.

“The work I did during my MBA planted seeds and allowed them to germinate to the point where I could no longer ignore them,” he says.

Stuart’s first One for Women clinic is now up and running in Perth, and he has big ambitions to change the maternity care industry more broadly.

“We’ve had amazing feedback from our patients. Now we’re trying to get people to see that this new model exists and show them why they should engage with us rather than the traditional model.”
Appointed 2011
Chairman of Melbourne Business School
Managing Director of Australian Foundation
Investment Company, Mirrabooka Investments,
Djerriwarrh Investments and AMCIL

Ross Barker

Appointed 2009
Chief Executive Officer of Flagstaff Partners
Director of Diversified Wealth Investments,
Melbourne Theatre Company
Governor of Sir Peter Foundation

Anthony Burgess

Appointed 2010
Chief Executive Officer and President
APAC Zone of Arnott’s Biscuits
Executive Chairman at Carlton &
United Breweries

Jan Craps

Appointed 2011
Professor in Business Strategy at
Melbourne Business School
President of Australia and New Zealand
International Business Academy

Douglas Dow

Appointed 2014
Chief Executive Officer and
Managing Partner at Motorkin

Annette Kimmitt

Appointed 2017
Chairman of Bendigo and Adelaide Bank
and the Australia India Institute
Director of Grant Samuel Group,
Neuclone
and the Robert Salzer Foundation

Paul Kofman

Appointed 2015
Chief Executive Officer and
Managing Director of Starpharma Holdings
Fellow of the Australian Academy of
Technological Sciences and Engineering

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Appointed 2013
Chairman and Chief Executive
Officer of Belgravia Group
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Appointed 2017
Dean of Melbourne Business School
Director of Ridley College
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Robert Johanson

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Ambassador for the Australian
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Frank Zipfinger

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Council and Teter Mek Foundation
Ambassador for the Australian
Indigenous Education Foundation
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YOUR SUPPORT HAS ALLOWED US TO MAKE SIGNIFICANT INVESTMENTS IN

$615,843
Total Raised

185
Total Donors

97
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Support from the Margaret Lawrence Bequest and Sally Holloway in memory of Peter Doherty (SE MBA 1990) towards the Women in Leadership Program

Continued support from San Remo (Maurice Crotti AO) towards MBS’ Highest Priorities

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Ongoing support from Charles Goode AC to fund the Charles Goode Oration

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We are grateful for your support as a Dean’s Circle donor. Over the years, the Dean’s Circle has played a critical role in fostering the next generation of leaders who go on to make a positive impact on the world. Your support has transformed lives, organisations and communities. Thank you for investing in the power of business education.

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Melbourne Business School also appreciates the support of many donors who wish to remain anonymous.

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2018 IMPACT REPORT
PLEDGE CARD

Yes, please accept my gift

MBE’s Highest Priorities

- Non-Profit Leadership Program
- Chair in Indigenous Business Leadership

Gift Details

- $10,000
- $5,000
- $2,000
- $1,000
- $500
- Other amount $ __________

I will make a regular gift of:

- $___________ per month
- $___________ per quarter

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Thank you for your support!

Advancement Office, 200 Leicester Street, Carlton VIC 3053
Tel +61 (0)3 9349 8113 | Web http://mbs.edu/giving

Gifts totalling $1,200 or more in one year accord you the privileges and recognition of Dean’s Circle membership.

MBS will supply a written confirmation of your debit arrangement.

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PLEASE CHARGE MY CREDIT CARD

Cardholder

Card Number

Expiry

Signature

CCV

3 digits on back or 4 digit AMEX auth. code

Scholarships

- By making a contribution towards our Scholarship Fund, you play a critical role in fostering the next generation of leaders.

Non-Profit Leadership Program

- With your support we will create a community of impactful non-profit leaders who have the capability to provide innovative and sustainable solutions to complex challenges in our society.

Chair in Indigenous Business Leadership

- MBS is committed to establishing the First Chair in Indigenous Business in Australia. With your support we can take the lead on Indigenous economic empowerment.

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Your contact details

Name

Role

Email

Phone

Postcode

I want to see this impact grow as the School builds its past success into a bigger and brighter future.

A physical expression of the School’s future and its ambition for bigger and better things is the plan for a brand new building adjacent to the current campus in Carlton. This building will bring all graduate programs in business and related disciplines from the School as well as the University of Melbourne under one roof.

Planning approval will be sought in 2019 and fundraising will commence as soon as plans are approved.

I am excited about the future of Melbourne Business School. We have great plans to widen the impact of the School in our city, in this country and beyond.

I hope you will join us on this journey. Together we can make business better and, in doing so, make the world a better place for us all.

One of the highlights of 2018 for me as Dean of Melbourne Business School was seeing the School ranked best in Australia by the Financial Times.

As pleasing as this is for all of us committed to the School and its future, we do not rest on our laurels.

Many alumni tell me how deeply their experience at the School affected their lives, sometimes leading to a complete change of direction in their careers, and to success and impact beyond what they’d ever imagined might be possible.

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CONTACT US

If you would like to support the School, you can donate online or contact us directly. We value your support.

mbs.edu/donate

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Associate Professor, Marketing
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T: +61 3 9349 8222
E: j.evans@mbs.edu

We have made every effort to ensure accuracy in this report. Please accept our sincere apologies for any mistakes or omissions. If you note an error, please contact the Advancement Office on +61 3 9349 8113 or advancement@mbs.edu