Contents

Your report

1  DEAN'S MESSAGE
2  MAKING A DIFFERENCE
11 MELBOURNE BUSINESS SCHOOL STUDENTS HELP GUIDE DOGS VICTORIA SEE INTO THE FUTURE
17 WHY VICTORIA'S MULTICULTURAL COMMISSIONER IS ALWAYS DOING THE RIGHT THING
22 LESLIE DELAFOREST IS USING TECHNOLOGY TO INCREASE DIVERSITY IN THE AUSTRALIAN WORKFORCE
23 STUDYING AN MBA HELPED NATALEE WARD BECOME THE FIRST FEMALE EDITOR OF THE WEEKLY TIMES
28 IMPACTFUL GIVING – 2017
29 WHAT YOUR SUPPORT HELPS US TO ACHIEVE
33 2017 DONORS
35 BOARD OF DIRECTORS
36 EXECUTIVE LEADERSHIP TEAM
36 ALUMNI COUNCIL
37 MEET THE ENGAGEMENT TEAM
39 PLEDGE CARD

Your stories

3  How Jill Klein's work teaching resilience to doctors is saving lives
5  How injured geologist Phil Neckers won the John Clemenger Prize
8  How Kumar Kush lost his surname to help change India
9  Sebastian Quaglia, the man who cheated death to study his MBA
13 The story behind the memorial lectureship created to honour Sir Donald Hibberd
15 A medical device developed in the classroom to help newborn babies is now a reality
19 For Michelle Winzer, leadership is about the courage to take on new challenges
25 Orford Research Initiative will help Australian retirees live well, not just longer
27 San Remo CEO's appetite for giving goes beyond the dinner table
Dean’s message

At Melbourne Business School, we equip and inspire our students to make a positive impact on the lives of others as they build and lead organisations in the for-profit, not-for-profit and public sectors in Australia and around the world.

An education has purpose when it affects the lives we lead in the community, not just opening opportunities for us as individuals.

I am proud of the stories of impact and influence you will read in this year’s Impact Report. They show what’s possible when people combine talent and opportunity with purpose, as we endeavour to do in all our programs here at Melbourne Business School.

PROFESSOR IAN HARPER
Dean
Melbourne Business School
Making a difference

In this year’s report, we are proud to share with you some inspirational stories of our impact on the lives of students and program participants, partner organisations and the world. You can read about how Professor Jill Klein’s work on resilience with young doctors is saving lives; our students helped to develop a viable business model for a new veterinary clinic at Guide Dogs Victoria; and a medical device developed in the classroom to help new-born babies is now a reality. These stories are but a few exemplars of the School’s ability to create positive change in the lives of individuals, organisations and communities.

Support from our alumni and partners for students, new initiatives and research programs continues to position MBS at the forefront of business education. I am fortunate to be able to see that giving to MBS is not just about donations.

A gift to MBS, whether large or small, has the power to change a life – giving a talented individual the opportunity to access education at the highest level; students the ability to save lives with new medical technologies; or business leaders the capacity to create new job opportunities for others.

Beyond financial support, our alumni and partners, have helped to build a strong community through volunteering, mentoring, and sharing their wealth of experience. A community that recognises that new challenges require new solutions.

As MBS responds to the changing needs of business and community, further opportunities to support our work will emerge – our faculty research at the intersection of strategy, leadership and innovation; student internships with social enterprises or co-working spaces for entrepreneurial alumni.

Thank you for investing in the power of education.

DR JODY EVANS
Associate Dean, Engagement
Associate Professor, Marketing
Melbourne Business School
How Jill Klein’s work teaching resilience to doctors is saving lives

WITH THE HELP OF HER FATHER WHO SURVIVED AUSCHWITZ, PROFESSOR JILL KLEIN IS TEACHING DOCTORS AND FUTURE BUSINESS LEADERS HOW TO BE RESILIENT IN THE FACE OF ADVERSITY.

Professor Jill Klein was an expert in marketing and leadership who had taught at some of the world’s best business schools when she heard a question that led her to draw on a more personal experience.

“After the financial crisis, clients started asking if I had any work on resilience,” Jill says. As it happened, that was something her family knew about deeply.

Jill’s father Gene had been imprisoned in Auschwitz during World War II at the age of just 16, before he was set free by Russian soldiers. Decades later, Gene had started sharing his memories publicly.

“To address the questions she had been receiving from the corporate world, Jill sat down with her father and began developing the first draft of new teaching materials.

Now, Jill teaches resilience to future business leaders at Melbourne Business School as well as medical students and doctors — who face some of the toughest challenges that exist in any workplace — at Melbourne Medical School.

“We have lost junior doctors to suicide in Victoria. Sometimes they’re overworked and at times they will see people die. They’re going to be with grieving families, which will wear them down. The resilience work around these times becomes important for them, their patients and their families.”

Originally from Miami, Florida, Jill now splits her time between Melbourne Business School and Melbourne Medical School. She has taught doctors at Royal Melbourne Hospital, the Victorian Comprehensive Cancer Centre and the Austin Hospital, among others.

“We use the resilience work to help executives, MBA students, medicine students, doctors and others in health learn to cope with loss, change or adversity in their own lives and share those tools with others, including the teams they work with,” she says.

A picture of the work

As well as building resilience, Jill’s work improves the way people make decisions by delving into the biases that can get in the way of good decision-making in tough environments.

For healthcare workers, these biases can lead to errors that harm patients. Jill teaches these biases and offers potential remedies.

“If I can help a doctor, one time, not fall prey to one cognitive bias – so that one diagnosis doesn’t get missed – that could have an impact on somebody’s life,” she says.

Jill teaches her students to adopt a growth mindset early on, to ease the tension and stress when a struggle is encountered down the track – so they identify that struggle as a chance to strengthen their own abilities.

“The notion of a growth mindset is not to think of our abilities as fixed entities, because we then become fragile in the face of adversity. Instead, we need to see abilities as malleable and something to develop via practice.”

The importance of compassion

For Jill, one of the most satisfying parts of her work is hearing that her lessons have helped someone cope with a tragedy.

“We had a medical student once, whose family went through the earthquake in Nepal. One of my resilience videos ended up helping her cope with the loss in that really difficult situation. And when she sent me a thank-you note, it just made my year, honestly,” says Jill.

“Another time at the med school, this young man told me he recently lost a parent prior to starting at the school, and that the resilience work gave him ideas and tools to get through this time of grieving and helping his family.

“I just recently ran into him on the street and immediately he threw out his arms, I threw out my arms and we gave each other a big hug. It was just that connection. To be able to do that is just incredible and so rewarding to me.”

Shouldering so much responsibility — whether it be in a hospital or at the head of a company – can be an exhausting job, even when life stays on track. But with the help of Jill’s lessons, the next generation of doctors and business leaders are able to better help themselves and others even when things go wrong.
“My dad always says just don’t give up – one foot in front of the other – and no matter how bad things get, just keep going.”

“If I can help a doctor, one time, not fall prey to one cognitive bias – so that one diagnosis doesn’t get missed – that could have an impact on somebody’s life,”

PROFESSOR JILL KLEIN
How injured geologist Phil Neckers won the John Clemenger Prize

WHEN HE WAS SUFFERING FROM A SEVERE BACK INJURY AND TRYING TO RIDE OUT THE DOWNTURN IN MINING, GEOLOGIST PHILLIP NECKERS PROBABLY NEVER IMAGINED THAT ONE DAY HE’D RECEIVE THE PRESTIGIOUS JOHN CLEMENGER PRIZE.

Established in 1964 to celebrate John Clemenger’s service to advertising in Australia, and the development of the state of Victoria, the prize is awarded each year to the top MBA student at Melbourne Business School.

Phil, as he’s known, is a geologist born in the US and raised in Melbourne. He received the award at the 2017 Valedictory Dinner from Clemenger Consulting CEO Tony Clemenger, John’s grandson.

Phil stood up to accept the prize humbly, and without any back pain – a long way from the situation when he began his studies.

“When I started the MBA, I couldn’t sit down without pain for more than a few minutes. Doctors told me I wouldn’t get any better, but I refused to believe that.”

Phil had to stand during his classes, always somewhere near the back of the room. Some of his peers thought he was a teacher’s assistant. It put him apart in some ways, but also motivated him.

“I had to use the MBA to prove myself, so I took it very seriously. I figured, ‘I’ll do this MBA, I’ll learn and by graduation my back is going to be better. I’ll have proven myself.”

Portrait of the geologist heading to stature

In a conscious effort, Phil made sure to maintain flexibility to deal with the ups and downs of his injury. It allowed him to manage work, his studies, community efforts and time with his girlfriend – who shared his journey and later became his wife.

While Phil stuck to his rehab exercises, the reality of the injury hit home when he chose not to pursue a dream job in geology.

“Halfway through my MBA, a mentor flagged me for a project manager role in Papua New Guinea. With my own field assistants, I would have been flying in and out in a helicopter, mapping, hiking and camping in the jungle. It sounded perfect, but I couldn’t confidently go for it because of the lingering risks associated with my back. I realised my life was going in a different direction.”

As his MBA journey progressed, things became easier for Phil. He gained more time for study, work and the Student Representative Council – of which he eventually became president.

“Some things happen out of luck, but you must seize opportunities as well. With engaging our community, it all started with my cohort. Miguel Dennis and I invited people to a boozy dumpling dinner in Chinatown and it just built up from there. Soon we were having regular dinners, inviting people from other cohorts, and filling up MBS social events.”

As council president, Phil delivered a student lounge, merchandise store, part-time buddy program, orientation welcome function and an updated honour code. Others recognised Phil’s empathy and integrity as a methodical leader and it cemented him as someone they could trust.

“When I started at the School my biggest fear was I’d be out of my league. That drove me to prepare well early on. Then I found myself topping classes and building the community. It surprised me.”

A new career with other Clemenger winners

Nowadays, Phil feels better than ever. He rides his bike 30 kilometres to work each day, makes dunks in basketball and no longer feels limited by what could have been a career-ending injury.

“I’m happy to tell my full story today for a few reasons. Most importantly, I hope it can reach other people who may be in a similar situation. Being told you can’t do something, or in my case won’t recover, can become a self-fulfilling prophecy.”

His new job is at BHP Billiton as an Investment Evaluation Specialist, alongside other Melbourne Business School alumni.

“I got the job here because the first person I talked to in my cohort worked at BHP. We struck up a really good relationship, and he encouraged me to think about working here.”

Among his peers at BHP, Phil works with numerous alumni including Rod Mainland, VP of Investment Evaluation, and two other Clemenger Prize winners – Simon Pritchard, Practice Lead for Investment Evaluation, and Tom Waters, Head of Investment Evaluation for Minerals America.

“It’s really cool to step into that environment having won the Clemenger Prize. It gives me some credibility among them because they know what it’s like and makes me feel comfortable – which is great, because BHP is like an MBA on steroids.

“The Clemenger Prize put me on the radar of fellow graduates, stimulated conversations with lecturers and triggered alumni to reach out to me. It symbolises that this is a great school. It might go to one person, but all of us can share in the fact our MBA is recognised as world-class.”
“I had to use the MBA to prove myself, so I took it very seriously. I figured, ‘I’ll do this MBA, I’ll learn and by graduation my back is going to be better. I’ll have proven myself.’”

PHILLIP NECKERS
“Receiving the scholarship has really helped me. It's made me feel more conscious and respectful, more responsible with money because I received support from someone else. When you have so much on your plate, having one less thing to worry about makes a huge impact.”

KUMAR KUSH
How Kumar Kush lost his surname to help change India

FOR KUMAR KUSH CHALLENGING EXPECTATIONS IS A PART OF EVERYDAY LIFE – IN FACT, IT’S EVEN PART OF HIS NAME.

His classmates call him Kush, but that’s the second of his two first names. He doesn’t have a surname because his parents excluded it from his birth certificate – to protect him from traditional Indian beliefs.

“My parents are very opposed to the caste system we have in India, which is something that surnames feed into,” Kush says. “When you meet someone in India, the first thing you ask for is their name, and subconsciously you try to work out the kind of family they belong to.”

Kush says his parents have a love marriage, which is uncommon in India even now.

“They were sort of rebels. They found each other and went against society and their parents. They endured a lot of hardships and struggle to get married.”

Kush is now studying his MBA at Melbourne Business School, partly because his parents suggested he consider more than just Indian business schools, which include some of the world’s best.

“They encouraged me to look abroad, and I really liked MBS because it’s a one-year program – which means only a short time off from my career – and it’s very hands-on,” he says.

Like his parents, Kush is a modern Indian. He studied software engineering at university in Ghaziabad, a planned metropolis near New Delhi and one of the world’s fastest growing cities.

After graduating, Kush worked as a developer in Bangalore for one of the world’s largest IT providers, Tata Consulting Services – part of the Tata Group juggernaut that also owns Jaguar cars.

“It was really satisfying because I had autonomy and the trust of my managers and could try new things. I started in the UI department, transferred to back-end development, became the defect manager and then a module lead. Packing all that into a year and a half was really enjoyable.”

Kush is studying his MBA at Melbourne Business School with the help of the Reid Malley Foundation Scholarship, which assists students who demonstrate financial need and outstanding academic performance.

“Receiving the scholarship has really helped me,” he says. “It’s made me feel more conscious and respectful, more responsible with money because I received support from someone else. When you have so much on your plate, having one less thing to worry about makes a huge impact.”

The youngest member of his cohort, Kush is a co-recipient of the scholarship with Sebastian Quaglia, the oldest in his year.

“My young age was another reason I chose MBS,” he says.

“In India, the schools don’t have an experience requirement, which makes them homogeneous. They’ll be 90 per cent engineers and half of them, straight out of grad school. It’s good to be surrounded by people better than you because so much learning comes from your peers.”

Kush hopes he can combine his passion for software with the knowledge he’s gaining from his MBA in his future career.

“It’s hard to predict where you’ll be in 10 years’ time, but you have to take on challenges as they come and always push yourself to get to the next level.”

Kush says he’s open to working anywhere in the world when he graduates and will probably return to software development – at least to begin with.

“I think it’s more challenging to improve how software is applied in an existing area than create it from scratch. I’m interested in improving existing processes. If I’m given a goal to achieve in 10 days, I want to see if it can be done in nine or eight.”

While an MBA from Melbourne Business School will open up new opportunities for Kush around the world, he doesn’t exclude returning to India in the future – though he wants to see it change.

“I am definitely open to going back to India. It’s one of the places I really like,” he says.

“There are things about it that sadden me sometimes, and you have to respect traditions – they’re there for a reason. But when something makes things worse rather than better, you have to change it, and things are changing. I have a very positive feeling about India over the next few years.”
Sebastian Quaglia, the man who cheated death to study his MBA

THE REID MALLEY FOUNDATION SCHOLARSHIP HELPS STUDENTS IN FINANCIAL NEED EARN A WORLD-CLASS EDUCATION AT MELBOURNE BUSINESS SCHOOL. FOR SEBASTIAN QUAGLIA, THE ROAD TO THE CLASSROOM ALMOST ENDED HIS DREAMS – AND HIS LIFE.

Numbers and travel are Italian engineer Sebastian Quaglia’s great obsessions. They drove him to apply for permanent residency in Australia and further his education – but before he could begin, a motorcycle accident almost ended it all.

“It was pretty bad,” he remembers. “A vehicle cut me off, and I ran straight into it. But I was very lucky. I lost a lot of blood, but they got me to hospital in time. I couldn’t move for six months and was out of action for a year. It took me a long time to walk again – real baby steps at first.”

The accident happened just after Sebastian received his permanent residency to move to Australia, which he had waited 12 months to receive. The recovery set him back another year.

Sebastian finally made it to Australia in late 2016 and found work as a construction manager and property investment analyst in Sydney while looking for the right place to study his MBA.

“I researched universities in Australia thoroughly and worked out that Melbourne Business School was the best. I looked at the curriculum, the high entry requirements and spoke with professors, and the impression was very good. I also realised that the extensive alumni network offered many opportunities to break into new fields – and a good network is paramount in business.”

As fate would have it, Sebastian’s talent and determination were recognised by successful Australian engineer, businessman and alumnus Allan Reid, who created the Reid Malley Foundation Scholarship with his wife to help great candidates study at Melbourne Business School.

“I wouldn’t be doing my MBA here without that scholarship,” says Sebastian. “With my accident, not working for so long in Italy, moving to Australia, and trying to find work here, it made studying possible, and I’m forever grateful.”

Sebastian says his journey through engineering, project management, financial analysis and now an MBA has been driven by a persistent desire for new challenges.

“I remember as a child, looking at buildings and wondering, ‘How do they make those things, and make them withstand the forces of nature?’ So, I did my first degree in engineering, but once I knew how things worked, I wanted to do something more.”

Sebastian loves the diversity of his cohort, who come from all over the world and a variety of backgrounds and experiences.

“The diversity of opinions makes the program really special and everything interesting. In five or 10 years time, we’ll be scattered all over the world, and I’ll be able to pick up the phone and ask for advice or just catch up. That’s priceless.”

Sebastian is the oldest member of his cohort and the joint recipient of the scholarship with Kumar Kush, the youngest.

“People in my cohort sometimes think I can help because of my age, but they often just want to know where they can get the best pizza in Melbourne, which is DOC on Lygon Street in my opinion. It’s very, very good, proper Italian.”

He also has a strong opinion about Melbourne’s coffee.

“I went back to Italy last December and was surprised to be thinking about the coffee in Melbourne, which is incredible. It’s better than in Milan.”

But Sebastian’s real reason for being here is his love of numbers – which he says his MBA studies are satisfying.

“Every time I open a book or a balance sheet, I’m happy. I know that sounds geeky, but it’s true. The world makes sense to me when I do that, and that’s why I’m here. Being able to look at what everybody is looking at but see an action or growth opportunity, that’s what the MBA gives you.”

Sebastian hopes to become an investment banker once he graduates, and see more of Australia, having already made up for his lost year after his accident.

“Coming to Australia has always been my dream. I love the scenery, the surfing and have travelled along the Great Ocean Road and to Kangaroo Island – I've even been cage diving with sharks, which was amazing. I love the people and mix of cultures here. No one judges you. Everyone tries to understand you. I love this openness.”

Now that he’s in Australia, Sebastian hopes to give back to his new country – and hopefully influence the direction it takes in the future.

“The world is more and more interconnected, and Australia is well positioned because of its proximity to the growing centres of Asia and India. To grow, it needs to invest in people and attract knowledge and brain power. That’s why I’m here, and I really hope to contribute.”
Like 1970 MBA graduate Allan Reid, who funds the scholarship with wife Janet through the Reid Malley Foundation, all three recipients so far are engineers seeking a business career.

“That all three have been engineers is a coincidence, but I’m delighted. Coming from an engineering background, Melbourne Business School helped me enormously to build several successful businesses, which has allowed me to help others gain the skills they need in business today.”

ALLAN REID
REID MALLEY FOUNDATION CO-FOUNDER

“The world is more and more interconnected, and Australia is well positioned because of its proximity to the growing centres of Asia and India. To grow, it needs to invest in people and attract knowledge and brain power. That’s why I’m here, and I really hope to contribute.”

SEBASTIAN QUAGLIA
Melbourne Business School students help Guide Dogs Victoria see into the future

EVERY YEAR, MELBOURNE BUSINESS SCHOOL STUDENTS WORK WITH CHARITABLE ORGANISATIONS TO HELP IMPROVE THEIR OPERATIONS AND SOLVE COMPLEX PROBLEMS — LIKE HOW TO ESTABLISH A $3 MILLION VETERINARY CLINIC FOR GUIDE DOGS VICTORIA.

When one of Australia’s most trusted charities needed to solve a complex business problem, it turned to Melbourne Business School for help.

Guide Dogs Victoria is famous for training assistance dogs to help Australians who have low vision — but running a veterinary clinic isn’t part of its usual operations.

The clinic is part of a $20 million redevelopment of the charity’s headquarters it has occupied in Kew, in Melbourne’s eastern suburbs, since 1962.

Guide Dogs Victoria plans to open the clinic in 2019, in order to diversify its revenue sources and make sure it can continue operating well into the future. At the moment, 90 per cent of the charity’s revenue comes from donations.

Putting pressure on the timeline to open is an unusual twist — a 92-year-old donor gave $3 million, the full amount needed to build the clinic, and hopes to see it completed before he passes away.

Faced with that challenge, Guide Dogs Victoria General Manager Alastair Stott enlisted the help of Melbourne Business School — his alma mater — to help make sure the project is a major success.

Four MBA students — Nathan Spence, Henry Manning, Yan Liu and Paul Qiu — were tasked with investigating the viability of several different business models for the clinic that included employing its own doctors or partnering with a university veterinary science faculty to service pet owners.

For Henry, a former opera singer from the UK, forging a new path for a brand as famous as Guide Dogs Victoria was a tremendous responsibility.

“We gave them a fairly conservative but realistic idea of what they can expect and have to achieve moving forward,” Henry says. “By the time they open the clinic in 2019, everything should be in place for them to start off on the right foot and have a successful clinic.”

Henry says he’s proud that he and his colleagues could help the charity’s leadership team consider their options clearly.

“We found that they had to be a little bit more careful of some of the assumptions they had about opening a public veterinary clinic. But that’s why they asked us to come in to do, so it was fantastic that we could fill that role.”

For Nathan, a former Rio Tinto mining engineer, the experience was one of the best he had at Melbourne Business School.

“The great thing about it was we were able to make a really good impact,” Nathan says. “We felt like everything that we did made a difference. They could see it immediately. Before we did our final presentation, they’d already started implementing our suggestions, which was really cool.”

Over 450,000 Australians have low vision or blindness. That number is set to rise as the population ages and the incidence of vision-impairing diabetes increases, which makes the success of the new clinic as an alternative revenue source crucial for Guide Dogs Victoria.

The charity nurses around 135 puppies a year and spends two years and $50,000 turning each one that passes its rigorous 19-month training and assessment regime into a working dog.

Alastair says the students’ work to identify how to make the new clinic a sustainable revenue source was just what Guide Dogs Victoria needed.

“The students’ research, analysis and insights into the business and service delivery models for our new veterinary clinic were extremely valuable as we seek to diversify our income streams and improve the health outcomes for our guide dog colony.”

90 per cent of the charity’s revenue comes from donations
One of Australia’s great nation-builders, Sir Donald Hibberd, had an enormous impact during his life — but the fact that he’s continuing to shape the world after his death is all thanks to his wife.

The Hibberd Memorial Lectureship at Melbourne Business School was established in honour of Sir Donald, who held influential positions in the public service during the Chifley years and helped to create Australia’s $10 billion aluminium industry.

The lectureship allows the School to bring international experts to Melbourne to ensure the growth of Australia’s next generation of leaders.

According to Sir Donald’s son Adrian Hibberd, the idea came to his mother — Lady Florence Hibberd — in the hours after her husband’s death.

“He died at the age of 66 of a massive heart attack on New Year’s Eve 1982, two days after a major cancer operation — a horrendous occasion. It was tragic.

“That evening, we were all gathered around his bedside — my sister, her husband, my wife, mother and myself — and Mum had had enough. She was in tears and said: ‘Don has died, and we have to find other leaders to replace him.’”

Lady Florence led the push to establish the Hibberd Memorial Lectureship two years later in 1984. In the decades since, it has brought some of the world’s most advanced leaders to Melbourne Business School.

“My mother wanted to create a very dynamic and living memorial to leadership, which this lectureship achieves,” says Adrian.

“I am proud it has continued for so long and put forward such a diversity of excellent thought leaders.”

The Hibberd Memorial Lectureship is just one of the ways Lady Florence contributed to the community. She was also an active charity worker and childhood education expert with the Australian Preschool Association.

The first Hibberd appointee was Prof Nigel Slack, who is now Emeritus Professor at Warwick Business School in the UK. The 2017 Hibberd Lecturer was Cordelia Fine, a psychologist and author specialising in neuroscience and gender. Her most recent book, Testosterone Rex, won the prestigious Royal Society Science Books Prize in Britain last year.

“The story behind the memorial lectureship created to honour Sir Donald Hibberd

The life of Sir Donald

If it weren’t for the Great Depression, Sir Donald would have become a surgeon. Instead he became an exceptional nation-builder and the first head of aluminium giant Comalco.

After gaining a scholarship to Sydney’s selective Fort Street High School, he secured one of only three scholarships available to study medicine at the University of Sydney, but then the Depression intervened.

With his father struggling to support the family, Sir Donald decided to study economics at night and work by day at the New South Wales Auditor-General’s office. On the eve of World War Two, he joined the public service and was soon noticed.

In 1953, he became first assistant secretary of Treasury’s banking, trade and industry branch and a member of the Australian Aluminium Production Commission, before being chosen to head Comalco in 1957.

Producing aluminium, used in everything from cars and cans to consumer electricals, is a complex process of mining bauxite, refining it into alumina and smelting that material into the metal.

In 1957, Australia had the world’s second-largest bauxite reserves but mined very little. It also had limited refining capacity, a small government-run smelter in Tasmania, and insufficient capital to develop the industry on its own.

Under Sir Donald’s leadership, Comalco brought together governments, investors, producers and end-users from around the world to exploit the vast bauxite reserves at Weipa at Cape York, establish aluminium refineries at Gladstone in Queensland, and develop and supply smelters in Tasmania, New Zealand and Italy to serve the European, American and Japanese markets.

Now the world’s largest producer of bauxite, Australia earns around $1 billion a year from bauxite exports, over $6 billion from alumina and $3 billion from aluminium.

Sir Donald never did become a doctor as he had originally planned, but both Adrian and Christine did. Adrian is one of Australia’s leading surgeons who heads the renal transplant unit at the John Hunter Hospital in Newcastle, while Christine is a former Sub-Dean of the University of Melbourne’s Faculty of Medicine.
“He really was a great leader, a great nation-builder, but very modest within himself. There was no element of self-grandeur or wanting to be out there publicly, but Comalco was his passion,” Christine says.

It’s that sort of leadership that Lady Florence has kept alive through establishing the Hibberd Memorial Lectureship. Lady Florence passed away in 2008 at the age of 95, but continues to improve society through the program – which is now as much her legacy as Sir Donald’s.

“She really thought that what he’d done, and who he was as a person, were very worthwhile. She didn’t want his legacy to just stall and not be recognised.”

“I am proud it has continued for so long and put forward such a diversity of excellent thought leaders.”

CHRISTINE PENFOLD
A medical device developed in the classroom to help newborn babies is now a reality

A MELBOURNE BUSINESS SCHOOL PROGRAM DESIGNED TO HELP DOCTORS SOLVE MEDICAL PROBLEMS HAS LED TO A DEVICE THAT COULD SAVE UP TO $650 MILLION IN HEALTHCARE COSTS AROUND THE WORLD.

NAVi Medical Technologies has won $250,000 in startup competitions in Australia, China and the US for its technology that improves a procedure for treating premature and sick newborn babies.

The invention grew out of Melbourne Business School’s pioneering BioDesign Innovation program, launched in 2016, which matches MBA students and biomedical engineering students from the University of Melbourne with doctors to solve real-world problems.

While on the program, a group of five students – the founders of NAVi – found a way to improve the process of placing catheters in newborn babies. The current process hasn’t changed in more than 60 years and results in one in three catheters being misplaced.

“I know first-hand the frustration of finding an umbilical venous catheter tip is misplaced,” says Assistant Professor Christiane Theda, a clinician at the Royal Women’s Hospital and NAVi’s Chief Medical Officer.

“Around 40 per cent are misplaced and up to 50 per cent migrate while in place, with the potential for dangerous complications.”

Those percentages translate into over a million misplaced or migrated catheters a year. The current method for checking their position is by X-ray – a stressful procedure for a newborn.

“This is an important problem worth solving,” says Shing Sheung, who became NAVi Medical’s first full-time employee on the day he graduated from his Master of Engineering degree last year.

The company’s roots were planted a year earlier, when fellow engineering student Mubin Yousuf and Melbourne Business School students Brad Bergmann, Wei Sue and Alex Newton enrolled in the BioDesign Innovation program to form Team NAVi.

The cross-faculty subject, supported by Melbourne Business School alumnus and donor Ian Kirk, puts students together with hospital clinicians to identify challenges that a commercially viable medical device could address.

Team NAVi won an impressive list of funding prizes for their device last year, including $150,000 at Startup Victoria’s Healthtech Pitch Night, $US50,000 at a Pediatric Device Innovation Symposium competition in San Jose, California, $20,000 at the HealthTech Innovation Challenge.

The team were also named People’s Choice Award winners at the Medtech’s Got Talent competition in December, and have been accepted into the Texas Medical Center and Melbourne accelerator programs.

Those achievements convinced them to take the next step and create their own company. Team NAVi member, now CEO, Alex Newton – who is also Executive Director of the student-run Melbourne Space Program – says the startup challenge has been invigorating.

“Starting a business is a bit like doing a 1000-piece puzzle with no edge pieces. You have to figure out how things fit together, make decisions based on the information you have, move on, and re-evaluate to see if it’s right,” he says.

NAVi Medical is currently collecting data from catheter placements to develop the algorithm that is at the centre of its neoNAV device. By incorporating a tip sensor to detect the electrical activity of a baby’s heart with an on-screen traffic light system and historic data, their device will tell doctors in real time when a tube is properly placed or has moved. The next step is a prototype.

“Once we have a prototype, we’ll need more clinical trials and to pass through the regulatory framework before bringing the product to market. That’s probably another 18 months or more and still a lot of work to do. Throughout that period, we also need to be raising money continually. It’s going to be a busy time for both our engineers and business people,” says Alex.

All the original Team NAVi members now have positions at their new company, with Brad the Chief Marketing Officer and Wei the Chief Financial Officer.

While NAVi Medical’s achievements are impressive, it’s not the only success story from the BioDesign Innovation subject, which is only just completing its third year on the curriculum.

Other prize-winning teams attracting investor attention include Team SWADE, who have created a device to detect often-misplaced nasogastric tubes, Team PELT and Team Stelect.
“Around 40 per cent of catheters are misplaced and up to 50 per cent migrate while in place, with the potential for dangerous complications.”
Having grown up in a migrant family, Helen Kapalos — former journalist, filmmaker and now head of the Victorian Multicultural Commission — is fanatical about improvement. “As a child of migrant parents, you understand that everything they do is governed by improvement — putting their interests aside for their children to live the life they imagined is possible here,” she says. “They sacrifice so much to improve the lives of future generations.”

After 23 years as a journalist, including at the ABC, SBS, Channel 10 and Channel Seven, Helen resigned at the peak of her career to go into debt and make a documentary, A Life of Its Own: The Truth About Medical Marijuana. Helen hoped the documentary would change the law and improve the lives of people like her mother, who died of cancer at the age of 56. It was made just before she took over as head of the VMC in 2015, and she’s barely had a moment’s rest since. “I'm there 24/7 for communities,” she says. “Even at midnight recently, I was responding to the Somali community about some concerns they had. Our Muslim and African communities are suffering the effects of identity politics and racism. Fear and the divisive discourse is making them feel unsafe.”

The VMC is an independent body encompassing a chairperson and 11 part-time commissioners, established by the state government in 1983 but restructured soon after Helen took over. The restructure moved staff of the Commission into the public sector, raising concerns about its autonomy.

“For me, as a leader in this organisation, I can set the tone for the board and Commission. But we're ensconced with a department. It's a very complicated position being independent and working alongside a department while keeping our own strategic priorities intact.”

While already among the most culturally aware leaders in Victoria, Helen says the General Management Program improved her understanding of the importance of organisational culture. “That really struck me because it underpinned a lot of what can occur in a setting like the VMC. The bigger picture can often be governed by factors not within our control, but as individuals and leaders, we have a responsibility to curate our own culture.”

Helen says she now has a valuable support network of people she met through Melbourne Business School, which came in useful on a trip to the US where she met Arianna Huffington at our Dean's Leaders Forum in New York, spoke about multiculturalism in Silicon Valley and sold her documentary to Netflix. “Honestly, that trip was life changing. I started to see my place in the bigger world, not in an egoic way, but just understanding there is always a place for us when we have the right intentions and are undertaking important work — whatever that might be.”

As the daughter of migrants, Helen is particularly proud of her newfound confidence to lead Victoria’s premier multicultural organisation. “It's really humbling to be able to live the next chapter of that migrant story and help others. My father used to say that everyone is equal, so, I've been proud to serve the community in a way that hasn't created division and has provided access and had genuine exchanges with people.”
“That really struck me because it underpinned a lot of what can occur in a setting like the VMC. The bigger picture can often be governed by factors not within our control, but as individuals and leaders, we have a responsibility to curate our own culture.”

HELEN KAPALOS
For Michelle Winzer, leadership is about the courage to take on new challenges

Each year the Egon Zehnder Leadership Prize is awarded to students who display an exceptional ability to guide and inspire others. Last year’s recipients were Paul Jones, Qantas Executive General Manager of Freight, Catering and Australian Airports, and Bank of Melbourne Chief Executive Michelle Winzer.

Michelle Winzer was already a General Manager at Commonwealth Bank when she made the decision to go back to school to study for an MBA. Now she’s the Chief Executive of one of its competitors.

Originally from Buccan in Queensland, Michelle first established herself in banking at Westpac before moving to CBA, where she worked in senior roles across retail, sales, business banking, distribution and executive management.

In 2010, Michelle became CBA’s General Manager for Melbourne. Although successful in that role, Michelle felt she needed more.

“The beauty of the MBA is that it offers a broad range of business topics within the program and, as you progress your career into more senior roles, it’s vital that you’re across all aspects of business.”

The 18-month schedule of Melbourne Business School’s Senior Executive MBA program aligned with the support Michelle wanted to give her son while he was in high school.

“My youngest son was about to go into Year 10, so I knew that I would be finished with my MBA by the time he goes into Year 12, when we’ll need the whole family on deck.”

Taking on new challenges

The opportunity to apply what she learned from her MBA to her work was also attractive.

“The MBA changed the contribution I could make. There were now different approaches I added to discussions and, each time I came back to work, I had a deeper insight into things.”

Michelle’s willingness to learn by moving into different areas of banking and studying an MBA paid off in spades when the Bank of Melbourne recruited her to their top job.

“I’ve always said that as long as it challenges me, then I should take the opportunity. I put myself in uncomfortable situations where you can grow from opportunity, and I’ve had fantastic support from my husband in making every opportunity a success. It’s been really important to have the courage to take on different roles.”

International experience

A highlight of the Senior Executive MBA program for Michelle was studying overseas in Germany, Indonesia and Silicon Valley, which exposed her to international thinking around executive challenges.

“What was interesting was learning about the things those businesses need to consider in their own country.”

Another highlight was the excitement she caused at the WHU-Otto Beisheim School of Management in Koblenz.

“Winzer is a German name, and they were very excited to have a Winzer from down under in class.”

Building confidence

Michelle believes the personal development part of the program enabled her to approach the job interview at the Bank of Melbourne with confidence.

“The key things you need to demonstrate leadership capability are a desire to grow and a unique way of looking at things. The MBA helped me to do just that.”

Now, with more than 30 years of experience in banking, Michelle is leading the industry, and is proud of the direction she’s steering it in.

“What I’m most proud of with Bank of Melbourne is that we make sure to support and help improve our customers personal situation. And that’s absolutely our driver, no matter what the situation.”
“The key things you need to demonstrate leadership capability are a desire to grow and a unique way of looking at things. The MBA helped me to do just that.”

MICHELLE WINZER
“The networks I’ve developed through MURRA were incredible. It was the best decision I’ve ever made, hands down. I didn’t realise how life-changing and impactful a program could be.”

LESLIE DELAFORCE
Leslie Delaforce is using technology to increase diversity in the Australian workforce

LESLIE DELA FORCE WANTS TO CHANGE THE WAY THAT COMPANIES HIRE WORKERS, FOR THE BETTER — AND HE’S ALREADY DONE IT WITH ONE OF THE BIGGEST MINING PROJECTS IN AUSTRALIA.

Les, as he’s known, is co-founder and director of HR tech company Covocate, which helped Gina Reinhart’s Roy Hill company increase the size of its Indigenous workforce by focusing on the values held by people it wants to employ rather than focusing solely on traditional factors such as qualifications.

“They’re the only big four miner that doesn’t have quotas around Indigenous targets, yet they’ve increased their Indigenous representation using Covocate,” Les says. “It’s all about having the right processes and structures in place to allow results like that to happen. And we’re pretty proud.”

Les credits the success of Covocate to taking part in the MURRA program for Indigenous leaders at Melbourne Business School’s Asia Pacific Social Impact Centre. He completed the program in April last year, when he left the West Australian public service after 10 years in various roles as an expert on Indigenous affairs.

Les co-founded Covocate while still a public servant but, once accepted into the MURRA program, made the leap to devote himself to the business full-time.

“It was a big jump after 10 good secure years in government jobs, but the networks I’ve developed through MURRA were incredible. It was the best decision I’ve ever made, hands down. I didn’t realise how life-changing and impactful a program could be,” Les says.

“I remember on the last day, after the last session, I went up to my room and called Mum and just started crying and crying. What she went through, as a kid growing up, and how she became a role model for us, MURRA just inspires you to excel personally and professionally like that.”

Les says growing up in Kempsie as a Gumbaynggir (pronounced goom-ban-gee) man was “pretty challenging”, and eventually his Mum and Dad moved he and his sister away.

“Mum always said: ‘You can either take the easy route and be angry at the world and get frustrated or be an advocate and use education and technology to get ahead in life and make change.’

What Les hopes to address with Covocate is the bias in traditional HR methods that tend to exclude Indigenous and other people of diverse backgrounds, who are often screened out early in selection processes that focus only on tertiary qualifications or specific skillsets.

“If you screen according to tertiary qualification, you’ll miss out on a lot of Aboriginal people because only 14 per cent of us have a tertiary qualification. You might miss out on women too, who have a gap in employment because of having kids. We thought there must be a better way.”

Covocate uses algorithms and models based on blockchain technology, and developed with the help of the University of Western Australia, to let organisations adopt a values-based approach to recruitment.

One of the company’s clients is the Federal Government’s National Disabilities Services body, which is preparing to recruit up to 85,000 staff between now and 2020.

“They’re looking at it through values-based recruiting and not the typical way of putting tertiary qualifications and skills assessment first,” Les says. “Values are a much better indicator of productivity and retention.”
As a journalist, Natalee Ward always had a way with words — but it was fluency in numbers that she needed to take the next step in her career.

Today, Natalee is the first female Editor of The Weekly Times — Australia’s “bible of the bush” — in its almost 150-year history. But it was while she was Deputy Editor of the national rural newspaper that she decided to pursue an MBA.

“I was reading stories about agribusiness and liaising with marketing and finance departments, and realised I needed a stronger understanding of these areas — I needed confidence,” she says. “Melbourne Business School was it for me. I had studied two other degrees with Melbourne University, so it was a natural fit.”

After being strongly encouraged by her manager to apply for the competitive Part-time MBA program, Natalee saw instant results.

“I was blown away at how I was able to immediately apply lessons and concepts from every single class and assessment to my job straight away,” she says, joking that she never thought she would one day find accounting exciting.

“Within a month of taking my first class, I was promoted and given a pay rise. I’m convinced it was because management knew how serious I was by studying an MBA at Melbourne Business School.”

A country girl in the city

Natalee grew up on a farm in rural Victoria, so it was only fitting that one day she should end up leading The Weekly Times. After stints on country newspapers in Echuca and Shepparton, she moved to Melbourne in 1997 to write for the Herald Sun. As fate would have it, The Weekly Times team was based on the same floor of the same building.

“Writing for the Herald Sun wasn’t really for me, so when I was asked to cover a few shifts at The Weekly Times I realised I’d found my people again — they were country people working in the city office,” she says.

A boardroom of Peters

While agriculture might be seen as a traditionally male-dominated industry, Natalee says that has not been a major challenge to her career.

“There were two things I discovered pretty quickly. Women are just as equally involved in running the farm as the men — they run the family, they do the books, they make sure everything works — and the men have real respect for that,” she says.

Natalee’s leadership has been a great success inside the newsroom as well — though she jokes that several strong female colleagues helped her to build the confidence needed to tackle board meetings where “most of the attendees are named Peter”.

Farmers are early adopters

With print newspapers fast becoming part of history, Natalee sees the digital revolution as something to be embraced rather than feared — and surprisingly, so does her audience.

“People don’t realise that farmers were among the first to adopt the receipt of news online,” she says. “Dairy farmers used the web to get up-to-date weather information, which of course directly impacts upon their business.”

Natalee is about half-way through her Part-time MBA studies, and says taking classes with other professionals is an important part of the learning experience. “I love learning from the people around me. Some of the students are amazing, they are just so good at what they do.”

The other big takeaway has been learning confidence as well as business skills, which was crucial for Natalee in taking the next step in her career. “Take it one subject at a time,” she says for anyone just starting out — or thinking about starting, “You’ll surprise yourself as to how much credibility and confidence you’ll gain, and how quickly you’ll gain it.”
“I was blown away at how I was able to immediately apply lessons and concepts from every single class and assessment to my job straight away.”

NATALEE WARD
David Orford has enlisted Melbourne Business School to revolutionise the way Australians think about superannuation – but his plan might not impress their children.

One of the challenges facing Australia as a nation is how to provide a high quality of living for retirees, as more people live for longer than ever before.

Up to half of all Australian retirees expect to outlive their savings, which means they could end their lives facing financial hardship – putting an enormous burden on the government and families, particularly women who are more likely to outlive their partners.

David, a long-time actuary, says the most sensible solution is for people to combine their super into a collective lifetime pension fund, which would give them up to 30 per cent more income during retirement.

The catch is that none of those super funds would be inherited by their children when they die.

Such a change would be hard to sell, which is why David pledged $900,000 to Melbourne Business School to fund research into how to change people’s attitudes towards financial security in retirement.

The Orford Research Initiative will investigate different approaches to financial security for retirees, as well as how to educate them about various options such as pension funds and annuities – with the overall goal of improving their quality of life.

For David, it’s about bringing fresh perspective to commonly-held assumptions about super and retirement that may not actually be in our best interest.

“Why should children inherit their parents’ super?” he asks. “That’s not what the system was set up for. I think the biggest challenge is marketing and psychology, and that’s where Melbourne Business School comes in because it has real strength in those areas.”

The type of lifetime pensions proposed by David would pay a regular income through your retirement, regardless of how long you live. If you die early, the pension could carry over to your spouse but not necessarily your children.

That system, made possible because of changes to superannuation laws in 2017, contrasts with current account-based super pensions that typically pay a conservative level of income because retirees try to stretch their super savings to last longer.

“People could take out more with the current products, but settle for the minimum because they don’t know when they’re going to die,” David says. “But the reality is account-based pensions decline markedly if you live longer and can leave you with very little to survive on.”

The Melbourne Business School alumnus (MBA 1976) says a lifetime pension could help many retirees avoid poverty in their later years.

“When my father was in hospital before he died, I would visit him and see people wearing old clothes and not looking after themselves. I thought, ‘This isn’t the future that any of us want.’”

David made the donation to the School after selling his highly successful superannuation software company Financial Synergy in 2016 and deciding to give back to the community.

“After selling Financial Synergy, I was interviewed by the Australian Financial Review and they asked what I was going to do with the money,” he said.

“I told them that I wanted to give back to the three institutions that have most helped me get to where I have – Trinity Grammar, the Institute of Actuaries and Melbourne Business School.”

David believes the Orford Research Initiative’s work will show the benefit of lifetime pensions to all Australians, not just retirees.

“It will have a huge impact on the federal budget if we can do it. If we can provide 30 per cent more income in retirement, it will mean a more than 30-per-cent saving in the government’s age pensions, and that could mean everyone pays less tax.”

Because older Australians spend more on healthcare, the increased retirement income would also allow them to pay higher health insurance premiums and keep that industry viable.
“The existing system of health insurance can’t survive. It’s unsustainable. Already the premiums are increasing at rates greater than inflation because, as a country, we’re ageing, so the cost of health care just goes up and up. This lifetime pension option means we have more income to pay higher health insurance premiums in retirement and contribute more to our own health costs.”

David says about 80 per cent of super savings currently end up in account-based pensions in retirement, but only 1 per cent of retirees have ever chosen a lifetime pension, a figure he hopes MBS research could help make 100 per cent in the future.

“If you ask someone of my generation, the baby boomers, they would say, ‘Don’t buy a lifetime pension,’ or annuity as they were called in the past, ‘they’re not good value.’ But things have changed, the law has changed, and they can now be provided properly.”

“The existing system of health insurance can’t survive. It’s unsustainable. Already the premiums are increasing at rates greater than inflation because, as a country, we’re ageing, so the cost of health care just goes up and up. This lifetime pension option means we have more income to pay higher health insurance premiums in retirement and contribute more to our own health costs.”

DAVID ORFORD
San Remo CEO’s appetite for giving goes beyond the dinner table

As the head of famous Australian family company San Remo, Maurice Crotti is famous for selling spaghetti to Italy – the home of pasta.

But it was Mr Crotti’s work for the community that led to him receiving an Order of Australia award in this year’s Australia Day Honours.

Mr Crotti, who completed his MBA in 1974, has been one of the most generous supporters of Melbourne Business School since his graduation and is a Dean’s Circle donor.

As well as his work with San Remo, Mr Crotti was awarded for his service to the economic development of South Australia.

He is a member of many boards, including the Premier’s Food Council, the Australian Export Council and the Australian Wheat Board.

Mr Crotti is also heavily involved in South Australia’s arts industry, sitting on boards including the State Opera of SA, State Theatre Company of SA and being an ongoing supporter of the National Gallery of Australia.

San Remo is one of Australia’s most famous brands. The company was founded in 1936 by Luigi Crotti, and saw Maurice take the reins in the 1970s after his father Aldo retired. It now exports products to more than 36 countries around the world.

Throughout his career, Mr Crotti has worked to ensure the business remains family-owned and run, a feat that was recognised in 2014 with San Remo being inducted into the Family Business Australia Hall of Fame.

In 2015, Mr Crotti received the Melbourne Business School Distinguished Alumni Award in recognition of his achievements.
Thank you for making 2017 an incredible success.

Here are some highlights of what you have helped achieve over the past year.

Your support has allowed MBS to make significant investments in:

- Research & Knowledge Base: 61%
- Scholarships: 26%
- MBS' Highest Priorities: 9%
- Class Gifts: 1%
- Innovation: 1%
- Student Experience: 1%
- Programs: 1%

Major contributions have made a huge impact.

- Continued support from BP Australia and AT Kearney towards scholarships in Business Analytics
- Support from the Reid Malley Foundation towards funding a total of six scholarships
- “The Orford Research Initiative” a 3-year research and engagement program, focused on improving the retirement outcomes for Australians
- Over 500 students benefitted from donations
What your support helps us to achieve

Case Competitions

VISIT VICTORIA CASE COMPETITION
Provides our students the opportunity to work on solutions to real business challenges in Victoria’s tourism economy and the business and major events industry.

NESpresso CHALLENGE IN CASE COMPETITIONS
Provided our students an opportunity to pitch new ideas to senior executives on how to improve the sustainability initiatives of a global company.

MBS’ Highest Priorities

SAN REMO SUPPORT
INDIVIDUAL GIFTS
Enables Melbourne Business School to direct funding to areas which make the biggest impact for students.

Scholarships

ALUMNI COMMUNITY SCHOLARSHIP
Awarded to students who are entrepreneurs, or are from a startup or innovation background.

AT KEARNEY SCHOLARSHIP IN BUSINESS ANALYTICS
Facilitates experiential learning for students to advance their skills as data analysts and leaders.

BP AUSTRALIA SCHOLARSHIP IN BUSINESS ANALYTICS
Provides an opportunity for students to utilise their skills during an industry practicum at BP, enhancing how both they and the organisation think critically about solving contemporary business problems.

CLEMENGER BBDO SCHOLARSHIP
Awarded to high-achieving students who demonstrate a passion for marketing and leadership.

GRATEFUL GRADUATE BURSARY
Provides students with assistance through unforeseen financial hardships, to make sure they can continue their studies.

HAROLD CAMPBELL-PRETTEY SCHOLARSHIP
Provides financial assistance to MBA candidates from a disadvantaged background, with a preference toward candidates who have worked in the not for profit sector.

HELEN MACPHERSON SMITH FELLOWSHIP
Awarded to outstanding women who demonstrate the potential to reach senior levels in management, or to create and run their own business.
Prizes

**EGON ZEHNDER LEADERSHIP PRIZE**
Awarded to students who display an exceptional ability to guide and inspire others.

**FORETHOUGHT-ROBERTS PRIZE IN BUSINESS ANALYTICS**
Awarded to the top Master of Business Analytics student.

**JOHN CLEMENGER PRIZE**
Awarded to the top MBA student, across all programs.

Programs

**BP AUSTRALIA FOR MURRA**
Global Forwarding for MURRA
Support towards the MURRA Indigenous Business Masterclass provides a new approach to Indigenous business owners and entrepreneurs the skills to develop their enterprises.

**IAN KIRK FOR BIODESIGN INNOVATION**
Supporting the Biodesign Innovation program, which pairs MBA students with biomedical engineering students from the University of Melbourne to solve real-world medical problems.

Research

**ORFORD FOUNDATION INITIATIVE**
Funds important research towards superannuation to help Australians manage their retirement income more effectively.

**PHILIP CORMIE**
A gift that has positioned the Asia Pacific Social Impact Centre as a research leader in the area of impact investment.

**HELLENIC SCHOLARSHIP**
Provides financial assistance to a Greek or Greek Cypriot candidate pursuing an MBA education.

**KRAFT HEINZ SCHOLARSHIP**
Supports students who are ambitious, hungry and passionate, and rewards outstanding performance in the true spirit of meritocracy.

**JUDY ABALOS SCHOLARSHIP**
Provides financial assistance to female students from the Philippines or Southeast Asia to further their education.

**MBS SCHOLARSHIPS**
Allows Melbourne Business School to attract outstanding talent and the best and brightest students.

**REID MALLEY FOUNDATION SCHOLARSHIP**
Provides support for students who require financial assistance to study a full-time MBA program.

**RUPERT MURDOCH FELLOWSHIP**
Recognises achievements, initiative and commitment in areas beyond career or academic record and is awarded to students who have an interest in the media and technology business.

**TELSTRA SCHOLARSHIP FOR INDIGENOUS AUSTRALIANS**
Provides assistance to talented young professionals of Aboriginal or Torres Strait Islander descent to earn a degree at MBS, as well as an offer of full-time employment at Telstra and mentoring by a senior executive.
We are grateful for your support as a donor of the Dean’s Circle, a powerful cohort of leaders who contribute their valuable resources to shape the future direction of Melbourne Business School. Over the years, the Dean’s Circle has grown into an influential platform for like-minded individuals and philanthropists to play a pivotal role in the development of the next generation of leaders, who will in their turn change the world. Support from Dean’s Circle donors helps us to make our programs accessible to individuals from a diverse range of backgrounds, as well as generate programs, ideas and research that facilitates growth in the economy and benefits the community at large.

**Lifetime Patrons $100,000+**
- AT Kearney
- Ross Barker (MBA 1980)
- BP Australia
- Krystyna Campbell-Pretty
- Peter Clemenger AO
- Clemenger BBDO
- Philip Cormie (EMBA 2002)
- Robert Craig (MBA 1995)
- John Dahlsen (MBA 1969)
- Helen Macpherson Smith Trust
- Adrian Hibberd
- Sally Holloway
- John Kennedy
- Ian Kirk (MBA 1998)
- Kraft Heinz
- News Corp Australia
- Orford Foundation
- Allan Reid (MBA 1970)
- Christine Penfold
- Reid Malley Foundation
- The Margaret Lawrence Bequest
- Telstra
- Visit Victoria
- Frank Zipfinger (SE MBA 2003)

**Lifetime Ambassadors facilitating donations $100,000+**
- Vicki Allen (SE MBA 2003)
- Jan Begg (SE MBA 2003)
- Janice Cochrane-Harry (SE MBA 1991)
- The Margaret Lawrence Bequest
- Penny Fowler
- Herald & Weekly Times
- Paul McDonald (SE MBA 2003)
- Frank Zipfinger (SE MBA 2003)

**Leaders $25,000+**
- Ross Barker (MBA 1980)
- Krystyna Campbell-Pretty
- Philip Cormie (EMBA 2002)
- Maurice Crotti (MBA 1975)
- Charles Goode AC
- Sally Holloway
- Ian Kirk (MBA 1998)
- Allan Reid (MBA 1970)
- Ken Roberts (MBA 1991)

**Benefactors $10,000+**
- Peter Barnes (MBA 1968)
- Peter Day
- Annette Kimmitt
- Scott Tanner (SE MBA 1990)
- Christopher Thomas AM (MBA 1976)

**Stewards $5000+**
- Geoffrey Allen AM (MBA 1969)
- Nigel Andrade
- Paul Bennett (MBA 2005)
- Enrica Centorame
- Daniel Evans (SE MBA 1994)
- Ross Ferris (MBA 2002)
- Dean Ireland (MMAktg 1997)
- Geoffrey Kimpton (MBA 1976)
- Paul LeMaire (SE MBA 2003)
- Enrico Rizzon (MBA 1999)
- Dominic Tisdell (MBA 2005)
- Michael Tratt (MBA 1980)
- Ian Williamson

**Partners $2500+**
- Marianne Broadbent (PhD 1991)
- Vangel Cvetkovski (MBA 1989)
- Nooreen Dossa
- Pete Manasantivongs (MBA/MMktg 2009)
- Cheryl McKinna (MBA 1988)
- Su-Peing Ng (MBA 2000)
- David Parsons (SE MBA 1995)
- Myles Stewart-Hesketh (MBA 1993)
- Michael Stillwell (SE MBA 2010/MMktg 2011)
- Craig Taplin (SE MBA 2010)
- Owen Tracey (MBA 2006)
- Adam Trippe-Smith (SE MBA 2010)
Members $1200+
Vicki Allen (SEMBA 2003)
Malcolm Allen (MBA 1994)
Yew Chuan Bay (MBA 1969)
Jan Begg (SEMBA 2003)
Laura Bell
Trent Boyce (MBA 2013)
Michael Brice (MBA 2014)
John Chambers (MBA 1969)
Paul Coughlin (MBA 1985)
Christopher Crozier (MBA 1999)
Susanne Dahn (MBA 1988)
Zeger Degraeve
Carl Dilena (SEMBA 2003)
Mithran Doraisamy (MBA 1994)
Douglas Dow (PhD 1997)
Richard Doyle
Nicola Duggan (MBA 1996)
Elizabeth Ee
Jody Evans
Jacinth Fairley (MBA 1992)
Marc Flipo
Jim Frederickson
Chris Freeland (MBA 1996)
Warren Galbraith (MBA 1997)
Jenny George
Pratap Ghose (MBA 2005)
Ian Gibson (MBA 1989)
Merrill Gray (MBA 1994)
Nick Griffin (MBA 2000)
Ken Harrison AM (MBA 1984)
Henry Herring (MBA 2001)
Steve Hibbard (MBA 1993)
Martin Hosking (MBA 1993)
Rachad Hussein (MBA 2015)
Andrew John
Christine Kilpatrick (SEMBA 2007)
Phillip Kingston
Sibylle Krieger (SEMBA 2010)
Jane Lay (MBA 2007)
Cameron Leitch (MBA 2008)
Christopher Leptos AM (SEMBA 1990)
Gregory Lewin AM (MBA 1984)
Xiaoling Liu
Simon Loh (MBA 1985)
Pui San Loh (MBA 1999)
Murray Lynch (SEMBA 2010)
Grant Mansell (MBA 2006)
Robert McGauran (PDM 1994)
Jan McMenamin
Jacqueline Murray (MBA 2012)
Robert Nicholson (MBA 1989)
Robert Peck AM (MBA 1972)
David Potter (SEMBA 2010)
Sam Riggbell (MBA 2001)
Jolyon Rogers (MBA 2013)
Sotirios Saltis (MBA 2000)
Robert Sarafov
Rakesh Singh (MBA 2011)
Peter Smedley (MBA 1969)
Glenn Southward
Kevin Stevenson AM (MBA 1976)
Ian Trahar (MBA 1981)
Malcolm Tyler (MBA 2000)
Paul van Veenendaal (MBA 1985)
Ashish Verma (MBA 2010)
Jasmina Vernon (MBA 2007)
Carson Walburn
Catherine Walter AM (MBA 1988)
Frank Zipfinger (SEMBA 2003)

“Continuing to support Melbourne Business School is not a difficult decision – it helps enable the best preparation for those who will make a positive impact.”

MARIANNE BROADBENT (PHD 1991)
2017 Donors

THANK YOU FOR SUPPORTING OUR SCHOOL AND OUR STUDENTS.

Judy Abalos
Vicki Allen (SE MBA 2003)
Malcolm Allen (MBA 1994)
Edzel Alovera (PDM 1994)
Nigel Andrade
Campbell Andrews (MBA 2007)
Federico Arellano (MBA 2007)
AT Kearney
Shree Kuman Balachandran (MBA 2007)
Ross Barker (MBA 1980)
Elizabeth and Peter Barnes (MBA 1968)
Chin Hac Bay
Graham Beanland (MBA 1975)
Jan Begg (SE MBA 2003)
Laura Bell
Paul Bennett (MBA 2005)
BHP Billiton
Maheshwaran Bhuvaneswaran (MBA 2009)
Henry Bluhme
Rebecca Booth
Fabrice Boucherat (MBA 2010)
Trent Boyce (MBA 2013)
BP Australia
Michael Brice (MBA/MMktg 2014)
Marianne Broadbent (PhD 1991)
Nicholas Burke (MBA 2012)
Krystyna Campbell-Pretty
Janice Carey (MBA 2009)
Enrica Centorame
John Chambers (MBA 1969)
Yew Chuan Bay (MBA 1969)
Graeme Clark (MBA 1997)
David Connaughton (MBA 1995)
Peter Cook (MBA 2012)
Jocelyn Cory (MBA 2005)
Sheryl and Paul Coughlin (MBA 1985)
Kenneth Coulter (MBA 2012)
Maurice Crotti AO (MBA 1974)
Christopher Crozier (MBA 1999)
Vangel Cvetkovki (MBA 1989)
Susanne Dahn (MBA 1988)
Jeffrey Darlington (MBA 2011)
Peter Day
Sandra de Pury (MBA 1993)
Zeger Degraeve
Dirk Dobbs (MBA 2012)
Mithran Doraisamy (MBA 1994)
Douglas Dow (PhD 1997)
Richard Doyle
George Dragovic (MBA 2001)
Nicola Duggan (MBA 1996)
Elizabeth Ee
John Egan (MBA 1975)
Egon Zehnder
Mark Engeman (MBA 1996)
Equifax
Paul Espie (MBA 1970)
Daniel Evans (SE MBA 1994)
Jody Evans
EY
Paul Fearon (SE MBA 1989)
Erick Fibich (MBA 1995)
Roland Flemming (MBA 2007)
Marc Filpo
Forethought
Jim Frederickson
Chris Freeland (MBA 1996)
Miroslaw Frydei (MBA 2004)
Warren Galbraith (MBA 1997)
Pablo Gastar (PDM 1995)
Pratap Ghose (MBA 2005)
Ian Gibson (MBA 1989)
Rebecca Glover (EMBA 2014)
Louise Gourlay OAM
Merrill Gray (MBA 1994)
Nick Griffin (MBA 2000)
Lyndal Groom (SE MBA 2010)
Peter Gunn AM
Greg Halls (MBA 2013)
Alison Hardacre (MBA 2002)
Sam Hardikar (MBA 2011)
TT Hayagreevan (MBA 2007)
Henry Herrings (MBA 2010)
Jacqueline Hey
Steve Hibbard (MBA 1993)
Martin Hosking (MBA 1993)
Rachad Hussein (MBA 2015)
Stephanie Inoue (MBA 2010)
Dean Ireland (MMktg 1997)
Andrew John
JS Chambers Foundation
Kheng Kah Koh (MBA 2005)
Corinne Katz (MBA 2009)
Ameel Khan (MBA 2008)
Christine Kilpatrick (SE MBA 2007)
Song-hui Kim (PDM 2010)
Annette Kimmitt
Geoffrey Kimpton (MBA 1976)
Michael King (MBA 2005)
Phillip Kingston
Ian Kirk (MBA 1998)
Jill Klein
Richard Kloeden (MBA 2011)
Sibylle Krieger (SE MBA 2010)

Loyal donors have given for the last five or more years
Melbourne Business School also appreciates the support of many donors who wish to remain anonymous.
Board of Directors

PROFESSOR IAN HARPENTER
Dean, Melbourne Business School Ltd.
Dean, Faculty of Business & Economics, The University of Melbourne
Director, Melbourne Business School Foundation Ltd, Mt Eliza Graduate School of Business and Government Ltd., MBS Management Development (Malaysia) Sdn Bhd., Ridley College Limited
Board Member, Reserve Bank of Australia
Appointed: March 2018

MR ROSS BARKER (MBA 1980)
Director, Australian Foundation Investment Company Ltd., Mirrabooka Investments Ltd., Amcil Ltd., Southern Cross Ceramics Pty Ltd.
Appointed: 2011
Chairman, Melbourne Business School Ltd.
Member, Investment Committee; Properties & Facilities Committee; Remuneration & Nominations Committee
Chair, Investment Committee.
Member, Finance, Risk & Audit Committee

MR ANTHONY BURGESS
Chief Executive Officer, Flagstaff Partners Pty Ltd.
Director, Diversified United Investment Ltd., Melbourne Theatre Company
Chairman, Foundation for Business & Economics, The University of Melbourne
Governor, Ian Potter Foundation.
Appointed: 2013

PROFESSOR GLYN DAVIS
Vice-Chancellor and Principal, The University of Melbourne
Professor of Political Science, Faculty of Arts, The University of Melbourne
Appointed: 2013

PROFESSOR DOUGLAS DOW (PHD 1997)
Professor in Business Strategy, Melbourne Business School Ltd.
Appointed: 2011

DR JACINTH FAIRLEY (MBA 1992)
Chief Executive Officer and Managing Director, Starpharma Holdings Ltd.
Director, Starpharma Pty Ltd., Mirrabooka Investments Ltd.
Member, Investment Committee, Carnegie Innovation Fund, Commonwealth Science Council.
Appointed: 2010
Chair, Remuneration & Nominations Committee

MS JACQUELINE HEY
Director, Qantas Airways Ltd., Bendigo & Adelaide Bank Ltd., Australian Foundation Investment Company Ltd., Cricket Australia, AGL Energy Ltd.
Appointed: 2013
Member, Finance, Risk & Audit Committee; Remuneration & Nominations Committee

MR DEAN IRELAND (MMKTG 1997)
Partner, Egon Zehnder
Appointed: 2014
Member, Remuneration & Nominations Committee

MR ROBERT JOHANSON
Chairman, Bendigo & Adelaide Bank Ltd, Australia India Institute, MBD Industries Ltd.
Director, Grant Samuel Group Pty. Ltd., Neucclone Ltd., Robert Salzer Foundation
Appointed: May 2017

MS ANTOINETTE KIMMITT
Asia Pacific Accounts Leader, Ernst & Young
Director, Ernst & Young Asia-Pacific Limited, Scale Investors
Appointed: 2011
Chair, Finance, Risk & Audit Committee

PROFESSOR PAUL KOFMAN
Dean, Faculty of Business and Economics, The University of Melbourne
Appointed: 2013

MR CAMERON LEITCH (MBA 2008)
Partner, McKinsey and Company
Appointed: March 2017

DR XIAOLING LIU
Director, Iluka Resources Ltd., Newcrest Mining Ltd., South 32 Ltd.
Appointed: March 2016
Member, Remuneration & Nominations Committee

MR GEOFFREY LORD (MBA 1972)
Director, Judo Capital
Chairman and CEO, Belgravia Group
Appointed: 2015
Member, Finance, Risk & Audit Committee; Properties & Facilities Committee
Executive Leadership Team

PROFESSOR IAN HARPER
Dean, Melbourne Business School Ltd.
Dean, Faculty of Business & Economics,
The University of Melbourne

LAURA BELL
Associate Dean, Academic Programs

GREG CAMPBELL
Acting Associate Dean, Executive Education
– Asia/Opens Programs

ASSOCIATE PROFESSOR JODY EVANS
Associate Dean, Engagement

MR ARI MERVIS
Chief Executive Officer and Managing Director, Murray Goulburn Co-Operative Co Limited
Director, Murray Goulburn Co-Operative Co Ltd., Danone Murray Goulburn Pty Ltd.
Appointed: 2012

MR SCOTT TANNER (SE MBA 1990)
Chief Digital Officer, Consumer Banking, Westpac Group
Chairman, Committee for Melbourne
Member, Bank of Melbourne Neighbourhood Fund Advisory Board
Fellow, AICD
Appointed: 2011
Member, Investment Committee

MR FRANK ZIPFINGER (SE MBA 2003)
Director, Galileo Japan Trust, MH Premium Farms Group,
Macquarie University Council, The Northcare Foundation, Sydney Eisteddfod, Teter Mek Foundation, ONELAND Programs Ltd.
Executive Committee, St. Joseph's College Indigenious Fund
Member, St Joseph's College Foundation
Ambassador, Australian Indigeneous Education Foundation
Appointed: 2009
Chair, Properties & Facilities Committee

Alumni Council

DEAN IRELAND (MMKTG 1997) President
AGLAIA NIKAS (MMKTG 2013) Vice President
AMBER ANDERSON (SE MBA 2014)
CHRISTOPHER BROWN (SE MBA 2008)
LENNY CHUDRI (MBA 2014)
GEMMA CORKE (MBA 2013)
CLAIRE CORNFIELD (MBA 2012)
DIRK DOBBS (MBA 2012)
RODOLFO D’ONOFRIO (EMBA 2015)
SUNDARESH GURUMURTHY MBA STUDENT
CAMERON HIBBERT (MBA 2005)

JUDE NEWTON MBA STUDENT
JOANNA PIZZEY (MBA 2010)
MOHAMMAD RAHMAN (MBA 2012)
RALPH RAMBAUSEK (MBA 2010)
MIRZA SHAMID (MBA/MMKTG 2015)
JAMES SMITH (MBA 2005)
WENJIE TANG (MBA 2012)
MAYANK VERMA (MBA 2013)
BENJAMIN WALL (MBA 2002)
OLIVIA WILLEE (MBA 2006)
REBECCA WILSON (MBUSA 2015)

Melbourne Business School would like to acknowledge the leadership of Professor Zeger Degraeve, who was Dean of the School from 2011 to 2018 and contributed to many of the programs in this report.
Meet the Engagement Team

“I am proud of being part of a School that truly changes the way people think about business and how business acumen and capabilities can solve problems in industry, government and social contexts. This is why I work with members of our community to create more opportunities for our Faculty, students, alumni and business partners. It is through the transformative power of business education that we make a difference in the lives of individuals, organisations and communities.”

JODY EVANS
ASSOCIATE DEAN, ENGAGEMENT
ASSOCIATE PROFESSOR, MARKETING

“I have worked at the School for four years and 2017 was my most inspiring year. Most of my colleagues know me for my passion for animal welfare and our natural environment however I didn’t know how my values could align with those at MBS. This became transparent through the impact of our students who completed internships at Guide Dogs Victoria and another team of students who won the Global Nespresso Sustainability Challenge. This confirmed that my passion and career can be aligned while working at MBS. I am honoured to be part of this journey.”

DIANNA MOODLEY
DONOR RELATIONS MANAGER

“Helping to unlock the potential of our students and researchers to make a positive difference in the world through gifts from our MBS community gives me purpose and drive to look forward to every day. It is a rewarding experience to be able to connect our donors to causes that they believe in at the School and create a long-lasting impact.”

ELIZABETH EE
ASSOCIATE DIRECTOR, ADVANCEMENT

“Education is the biggest equaliser, and I believe in Melbourne Business School’s commitment towards creating equal opportunities for a brighter and better tomorrow.”

NOOREEN DOSSA
CAMPAIGN MANAGER

“Having been part of the MBS community for over 12 months, I feel privileged to contribute to such a dynamic team. Running events at Melbourne Business School has shown me that bringing the community together in an inspiring environment can create positive conversations and when I see these conversations unfold, I know that the events at MBS are successful. This motivates me to develop the School’s events, ensuring we continue to create opportunities for people that are wanting to benefit from the learning experiences we provide.”

SARAH JOWETT
EVENTS COORDINATOR

“In my time working with MBA students I was constantly amazed and inspired by people’s commitment and dedication to learning and self-improvement, so much so that I am now on my own student journey. I believe that everyone is the master of their own destiny, but life can throw down some big challenges and sometimes we are fortunate enough to be given a helping hand. I’m proud to be a part of the team at MBS that strives to give that support to people who are trying to access further education and self-development.”

OLIVIA LANG
ADVANCEMENT SERVICES MANAGER

“The cases shared in this report are just a glimpse into the impact that members of the Melbourne Business School community continue to have on the world. It is these stories, and many more, that make it a joy to serve the School as part of the Advancement Team. I consider myself a match-maker of passion, generosity and impact-driven needs.”

JO STAVERS
ASSOCIATE DIRECTOR, ADVANCEMENT

“Education is the biggest equaliser, and I believe in Melbourne Business School’s commitment towards creating equal opportunities for a brighter and better tomorrow.”

TABITHA WHITE
ASSOCIATE DIRECTOR, PHILANTHROPY AND PARTNERSHIPS

“Education is the biggest equaliser, and I believe in Melbourne Business School’s commitment towards creating equal opportunities for a brighter and better tomorrow.”

NOOREEN DOSSA
CAMPAIGN MANAGER

“I have recently returned to Melbourne Business School as my belief in striving for equality, parity and positive impact for all is strongly aligned with the values of the School. Through my role at the School I contribute to a community of educators, researchers and Advancement staff passionately committed to collaborating with the communities they service toward significant and lasting education and social outcomes.”

TABITHA WHITE
ASSOCIATE DIRECTOR, PHILANTHROPY AND PARTNERSHIPS
ENGAGEMENT TEAM
Pledge Card

Yes! I want to support:

- ☐ MBS' Highest Priorities
- ☐ Scholarships
- ☐ Innovation Fund
- ☐ Women in Leadership Program

GIFT DETAILS (All donations $2 and over are fully tax deductible)

- ☐ $1,200*
- ☐ $500
- ☐ $200
- ☐ $100
- ☐ $50
- ☐ Other amount $__________________

OR

I will make a regular gift** of:

$__________ ☐ per month ☐ per quarter

☐ PLEASE CHARGE MY CREDIT CARD
 collegiateb
doctoral level. 

VISA ☐ MASTERCARD ☐ AMEX

Cardholder ____________________________________________

Card Number ________________________________ CVC (3 digits on back or 4 digit AMEX auth. code)

Expiry ____________________________

Signature ____________________________

☐ PLEASE FIND ENCLOSED CHEQUE
 Please make cheques payable to ‘Melbourne Business School’

☐ EFT TO NATIONAL AUSTRALIA BANK
 Account Name: Melbourne Business School / BSB: 083 170 / Account: 04637 8981

☐ PLEASE CONTACT ME TO DISCUSS HOW I CAN PARTNER WITH MBS ON THIS IMPACT JOURNEY

☐ PLEASE TREAT MY DONATION AS ANONYMOUS

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.

MBS respects your privacy. For more information on MBS privacy policy, visit mbs.edu/privacy or phone (03) 9349 8400
Thank you
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

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

Dr Jody Evans
Associate Dean, Engagement
Associate Professor, Marketing
Melbourne Business School
200 Leicester Street, Carlton
Victoria 3053 Australia
T: +61 3 9349 8222
E: j.evans@mbs.edu