



TRINITY COLLEGE
THE UNIVERSITY OF MELBOURNE



ANNUAL REPORT 2011

Annual Report of Trinity College

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Cover: Trinity Tiger Tones and the Candystripes, Trinity's male and female barbershop groups.

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OVERVIEW



Founded in 1872 as the first college of the University of Melbourne, Trinity College is a unique tertiary institution that provides a diverse range of rigorous academic programs to over 1,700 talented students from across Australia and around the world. These programs include:

- the Residential College for undergraduate and postgraduate students of the University of Melbourne, both resident and non-resident
- Trinity College Foundation Studies (TCFS), a course that prepares able overseas students for undergraduate entry to the University of Melbourne and other leading Australian universities
- Trinity College Theological School (TCTS), a centre for Anglican theology and ministry that educates people, lay and ordained, to work for the transformation of church and society
- Trinity Institute, which offers inspirational leadership programs for high school students, innovative professional development, and thought-provoking open learning opportunities for all.

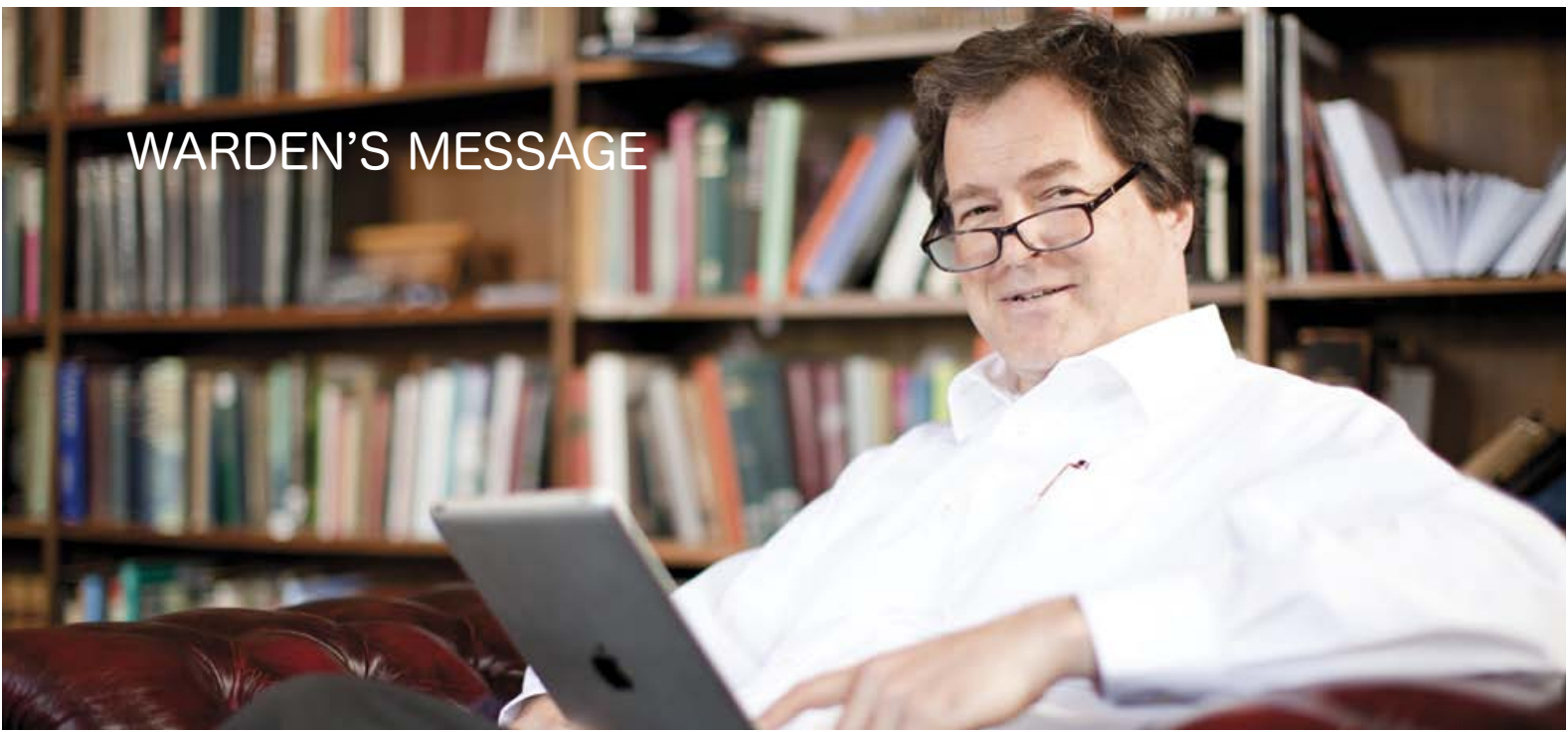
Trinity College actively contributes to the life of the wider University, and its main campus is located adjacent to the University grounds.

An Anglican institution, Trinity welcomes people of all faiths and none. The College celebrates, and is enriched by, the diversity of backgrounds of its staff and students.

Trinity student numbers in all parts of the College in 2011 were:

RESIDENTIAL COLLEGE		
Resident students	322	
Non-resident students	23	345
TRINITY COLLEGE FOUNDATION STUDIES		
February Main (inc Extended)	406	
July Fast Track	59	
July Main (inc Extended)	122	
Augusted/September Extended	82	
October Fast Track	45	714
THEOLOGICAL SCHOOL		
Ministry Formation	33	
Online	110	
Certificate of Theology	300	443
TRINITY INSTITUTE		
Juilliard Winter Jazz School	28	
Young Leaders Winter School	147	
Young Leaders Summer School	114	289
TOTAL STUDENTS IN 2011		1,791

WARDEN'S MESSAGE



The Australian higher education scene now is a more complex and dynamic one than at any time in the past. The much larger number of universities and of students participating in them has great advantages, but means that less can be assumed about the general quality of educational experiences. Each university must seek its own place in a changing educational and research landscape, even as regulation arguably stifles institutional creativity and diversity, and stagnant funding limits them.

Trinity College finds its place in that academic topography largely in relation to the University of Melbourne, as it always has, but as an active partner and participant. In recent years the changes in curriculum at the University have provided us with challenges and opportunities: how best to support and engage with resident undergraduate students pursuing 'breadth and depth', rather than the accustomed professional degrees; how to prepare international students seeking admission to those undergraduate courses, and aspiring to graduate professional programs; how to maintain and develop the quality of our theological programs in a university context.

This year involved important steps for the University and the College, with the first students who began in what was then dubbed the "Melbourne Model" in 2008 having completed their degrees and in many cases commencing graduate law, medicine, engineering, education and other programs. The College has always valued its more senior student members, and since 1982 has provided the Cripps Middle Common Room (MCR) as a centre for social and cultural life for graduates and others of equivalent seniority. Between that time and now the number of graduates had actually fallen however, and the changes at the University have offered the opportunity to renew this conscious engagement with these students. Sure enough, 2011 was a year of revived energy and deeper reflection for the Cripps MCR itself, and for a larger community of about two dozen senior residents. We look forward to the growth of this distinct sub-community among our residents.

We have also begun an exciting new residential initiative for Foundation Studies, opening Edith Head Hall in North Melbourne as a collegiate hostel for young women studying with us. Edith Head Hall is the natural extension of Trinity's strong commitment

to residential education into the international dimension of our programs.

Last but not least the Theological School's life has also been facing changes, in the form of the new university status of the Melbourne College of Divinity, now the MCD University of Divinity. Trinity's 'theologs' have long undertaken degrees of the MCD, which has become Australia's first specialised university, in recognition of its unique combination of high-quality research as well as education.

In this report more details of some of these and other important developments at Trinity are provided: how we are working with school-age students, with Indigenous Australians, on sustainability, with partner organisations and friends, all with a view to offering our students genuinely transformative experiences. In the changing environment of our work, we remain committed to the values that have guided us since the College was established; but to be faithful to them in that environment means to change, and change often.

Associate Professor Andrew McGowan
Warden and President

STRATEGIC PLAN

VISION: To provide a world-class collegiate education

VALUES: Excellence, Community, Diversity

PURPOSE: An Anglican College within the University of Melbourne, Trinity provides transforming educational experiences for talented students from diverse backgrounds

In 2011, the Board and Senior Management team refined and renewed a new three-year strategic plan to guide the core operations of the College towards attaining its stated vision.

Significant progress has been made in implementing this plan. It has also been reviewed and updated to ensure the College retains its position of leadership in a rapidly changing world.

The following reflects the seven arms of the plan as defined at the end of 2011, together with a summary of the progress achieved in each area during the last 12 months.

1. ACADEMIC PROGRAMS

To further develop and diversify our academic programs, ensuring high quality, innovation and a formational student experience – and emphasis on Indigenous engagement and sustainability – and to share them with an increasingly large and diverse audience.

International Programs

- expand our use of technology in teaching and learning
- continue to explore graduate preparatory program and other related opportunities
- operate Edith Head Hall successfully, both financially and pastorally.

Residential College

- continue Health and Wellbeing course development
- continue and review new graduate experience/offering
- review and pursue non-resident program.

Theological School

- continue development of bachelors degree and other awards through MCD Online
- develop strategies to build face-to-face student numbers including other degree options.

Trinity Institute

- develop the 'brand' of the Institute
- build a domestic market
- establish program core.

2. CAPITAL WORKS

Improve and expand facilities.

- Jeopardy renovation
- Southern Precinct Concept / Feasibility Report
- commence Dining Hall project
- complete upgrade of equipment and teaching spaces
- Leeper and Chapel refurbishment
- grounds – new trees planted around the Bulpadock.

3. HUMAN RESOURCES

Foster a positive, cohesive and efficient work environment that will develop and support an outstanding staff community.

- ensure professional development for Foundation Studies teachers in iPads
- raise external profile of staff
- encourage sustainable practices.

4. INFORMATION RESOURCES

Develop and enhance the College's technological infrastructure and information management.

- new College website
- use IT to enhance learning
- infrastructure enhancements.

5. PROCESS IMPROVEMENT

Re-engineer two key College-wide processes each year.

Process tasks

- review of Shared Services, Advancement and TCFS Model
- embed *planitgreen* Sustainability Theme 1 in the College
- develop a Business Continuity Management Plan
- developing branding and marketing strategies.

6. PHILANTHROPY

Raise a three-year total of A\$10 million in 'cash and pledge' philanthropic income.

- complete Case Statement and identify projects
- undertake Feasibility Study for new campaign.

7. FINANCE

Develop the financial resources necessary to achieve our long term vision.

- meet budget surplus and generate sufficient cash
- improve processes and customer service across the College
- generate environmental and cost savings from sustainability initiatives.

GOVERNANCE

Trinity College is an autonomous institution governed by a 12-member Board and a 40-member representative Council.

COUNCIL

The Council is the highest level of governance of the College. Its members, who represent alumni, the Church, the University and all areas of the College, ensure that Trinity is operated and managed in accordance with its Constitution, and especially its objects.

During 2011, Council met on two occasions. In May it reviewed and accepted the 2010 Annual Report, including the Annual Accounts, elected four Fellows of the College to the status of Senior Fellow, and adopted a new Charter to govern the activities of the Council's Fellows Committee.

In November, Council re-elected three members of the Board, elected four members of the Board to be Members of the College, endorsed wholeheartedly the Board's decision to renew the Warden's appointment for a further term of five years, and engaged in an extended small-group discussion of strategic issues relating to the objects of the College, examining in particular faith and spirituality, education, and social responsibility and community service.

Dr Peter Campbell
Executive Officer

BOARD

Trinity is fortunate to have an active and energetic Board that ensures the College provides a world-class collegiate education to its students.

Over 40 Key Performance Indicators are used by the Board to track the College's performance. These are set out in each Board Report using 'traffic lights' to highlight any areas of concern. Based on these measures, the College continued to perform at a high level during 2011.

The Board held 11 meetings during the year. Some examples of the areas addressed during these meetings include: amendments to the constitutions of the TCAC and Middle Common Room, the Theme 1 Sustainability Plan, the Annual Risk Review, the Student and Staff Codes of Conduct, approval of a range of infrastructure projects including the Dining Hall Redevelopment, Southern Precinct Sketch Design, Bulpadock Trees Project, Chapel Audio Visual and PA, essential works to the chimneys and roof areas of the Leeper Building, the refurbishment of the Kitchens Building, student rooms and amenities, iPad purchase for 2012 Programs, and further improvements to Foundation Studies teaching facilities.

Members of the Senior Management Team of the College, accompanied by other key leaders, were frequent guests at Board meetings throughout the year

to participate in the conference-style meetings, discuss their budgets, their operational performance, their short-term and longer-term goals, and other areas where the Board could provide assistance and guidance.

The Board was very pleased to reappoint the current Warden, Associate Professor Andrew McGowan, for a further five-year term as the seventh Warden of Trinity College.

The Board also welcomed a new member, Mr Charles Sitch, and reappointed Mr Jim Craig during 2011. The Council was also pleased to reappoint to the Board Ms Jodi Fullarton-Healey, Ms Kathleen Bailey-Lord and Professor David Studdert. Mr Michael Wyles made a significant contribution as Senior Student and Mr Sean Hewetson, newly elected Senior Student, joined us for the last two meetings.

The Board warmly farewelled Bishop Andrew Curnow at the conclusion of his term of eight years on the Board. The Board held a dinner in his honour in July to thank him for his extraordinary contributions to Trinity over many years.

Mr Bill Cowan
Chairman of the Board

THE BOARD WAS VERY PLEASED TO REAPPOINT THE CURRENT WARDEN, ASSOCIATE PROFESSOR ANDREW MCGOWAN, FOR A FURTHER FIVE-YEAR TERM AS THE SEVENTH WARDEN OF TRINITY COLLEGE.



RESIDENTIAL COLLEGE

Founded on the traditions of the world's great collegiate universities, Trinity's Residential College is a friendly, supportive and stimulating academic community in which around 300 undergraduate and postgraduate students of the University of Melbourne live, study and grow, intellectually and personally.

2011 was an intriguing and positive year for the Residential College. The intrigue flowed from the commencement of the graduate school degrees as the next step of the Melbourne Model, a step that presented splendid opportunities and some challenges. The principal challenge was how best to match our determination not to grow beyond 300 students, and yet honour our principle of being a community of scholars, a concept that recommends we will be home to the various ages and stages of tertiary endeavour, from the first year undergraduate to graduate students to post-doctoral fellows. The solution adopted was to recognise that in the Gourlay Building of 22 ensuite rooms and the two homes in Royal Parade (total capacity nine), we had appropriate facilities for about 10% of the total student population. This was determined to be a suitable, first goal for our graduate program.

The first cohort of graduates was admitted in semester one. Our recruitment and scholarship package (built on important endowments in Law and Medicine in particular), worked effectively and we welcomed eight students to Medicine, three to the Juris Doctor (Law) and others in Masters of Teaching, Global Communications, Arts, Science, Music and Engineering. The total Masters cohort was 20, 15 of whom received graduate scholarships or other Trinity scholarships. There were also two graduate theological students on full scholarships.

On balance the College made a good start in building the graduate cohort as part of the continuum of scholars, and, although we recognise that we are learning about how to make the most of the opportunities, we were delighted that our first graduates engaged so positively with the College. Their collegiate life has been enhanced significantly by something of a renaissance in the Cripps Middle Common Room. This room, one of the most attractive and welcoming rooms at Trinity, has become far more scholarly and sophisticated in its orientation and activities.

ENROLMENTS

The College was fully enrolled throughout the year and the population grew to 296, the highest resident student numbers in the history of the College. Students joined us from all over Australia and the world, and came from over 120 different schools of origin. There was a shift towards more interstate students in residence in 2011, attributable in part to greater understanding and appreciation of the Melbourne Model, and the opportunities available in the undergraduate years. There was a noticeable increase in applications and offers to students from New South Wales.

ACADEMIC LIFE

The excellent academic results achieved in 2010 continued throughout 2011, as illustrated in the following table showing the number of students who received Academic Awards (given to students who achieve a semester grade average of 80% or higher) and the grade average of all resident students. Douglas Tjandra won the honour of Dux of the College.

Many students received faculty prizes and awards in the course of the year. One of the highlights was at the Science Faculty prize giving, where recent graduate and now resident Masters student Sebastian Strugnell was awarded the inaugural medal for best Science Graduate. Three first-years received awards at the same occasion.

ACADEMIC AWARDS	Semester 2 2010 (presented in Semester 1 2011)	Semester 1 2011 (presented in Semester 2 2011)
Resident students	58	53
Theological School students	7	5
Grade Average of all resident students	72.7%	71.8%

TUTORIAL PROGRAM

Students enjoyed a comprehensive and high-quality tutorial and consultation program, delivered by some 70 resident, non-resident and student tutors. The extracurricular element of the program focused this year on music (piano, guitar, voice and drums), and human rights. One of the challenges faced was to support the graduate students, particularly in Medicine and Law, and the College was unstinting in developing and resourcing new tutorial offerings.

PROFESSIONAL MENTORING

Mentoring dinners were held on 11 March and 12 October. These occasions brought together alumni and current students with the ambition of establishing channels of professional mentoring and possible work experience.

FIRESIDE CHATS & VISITING SCHOLARS

In 2011 the College hosted 33 visiting scholars across 19 disciplines, including two Miegunyah Fellows (Veterinary Science and Labour Economics) and one Nobel Laureate. We also hosted Professor Larry Gostin, a highly distinguished international global health policy scholar, and scholars from the Royal Academy of Music and the Royal Veterinary College. The Cripps Middle Common Room held two history fireside chats over the year. Trinity welcomed into residence two distinguished Caldwell Lecturers, historians Sir David Cannadine and Professor Linda Colley, who gave keynote addresses at the University's Festival of Ideas.

Highlights of the Fireside Chat series were Nobel Laureate Professor Peter Doherty's talk on science innovation, and Professor Larry Gostin's conversation on global health and social justice. Other topics included ethical leadership; Lesbian, Gay, Bisexual and Transgender rights; history; theology; Fukushima; diplomacy; finance; quantum physics and fluid mechanics. A Carbon Tax forum, organised by two

Trinity resident students, was held on 26 October and attended by some 120 students, a number of whom were from fellow colleges.

THE LOUISE GOURLAY PRIZE FOR SOCIAL CHANGE

The prize this year attracted four solid entries, the winning team being 'ReDressing for Change', a sustainable clothing initiative, with second prize going to a project about men's sexual health.

STUDENT WELFARE

We welcomed Mr Jeff Richardson to the new role of Head of Student Services. The role of Student Coordinator, which began in 2010, continued to evolve, particularly in matters of keeping the fabric of our residential buildings in good order. Tutor Ms Kellie Mathers developed a new program in health and wellbeing, which was appreciated by many first year students.

STUDENT LEADERSHIP

The leadership and energy of our Senior Students, Michael Wyles and Sean Hewetson, and of our principal student leadership body, the Trinity College Associated Clubs (TCAC), were appreciated sincerely. College life was so much the richer for the contribution of our clubs and societies, innumerable volunteers, editorial groups, spirit leaders and many others. This is illustrated in the Senior Student's report that follows.

SCHOLARSHIPS & FINANCIAL AID

Scholarships and support totalling \$1 million was distributed and appreciated by students and their families. This is a remarkable figure. Trinity is within reach of becoming one of the few needs-blind educational institutions in Australia, an enticing prospect. We acknowledge that our community continues to be sustained in many and splendid ways by alumni and friends who help us make a difference through collegiate education.

THE DEAN'S TEAM

I applaud the outstanding contribution of my colleagues Dr Sally Dalton-Brown, Mr Jeff Richardson, the Revd Dr Andreas Loewe and Ms Kristie Nevill and thank them for their efforts.

Campbell Bairstow
Dean of the College

SCHOLARSHIPS AND SUPPORT TOTALLING \$1 MILLION
WAS DISTRIBUTED AND APPRECIATED BY STUDENTS
AND THEIR FAMILIES.

RESIDENT STUDENT ACTIVITIES

In 2011, the Residential College embraced the ethos of Trinity with a passion, demonstrating an unwavering commitment to excellence across all areas of collegiate life.

Culture

Students engaged in the dramatic arts with a flourish this year, with both the annual play and musical being met with resounding applause. The semester one play, *Glengarry Glen Ross*, brought audiences to the edge of their seats with angst-ridden performances from a small but talented cast, while the semester two musical, *Footloose*, was a riot of people singing, dancing and having fun. The host of intercollegiate events throughout the year was another opportunity for residents to engage in the cultural sphere – a challenge met with great success.

These skills were put to further use during the annual College House (Christchurch, NZ) cultural exchange, where visiting and resident students were given the opportunity to participate in activities and workshops across various artistic pursuits. The Trinity Tiger Tones and Candystripes featured heavily, giving the groups excellent practice for their BMW Edge charity concert later that year – a performance that provoked standing ovations from the crowd.

Sport

Trinity was distinguished this year by the return of the Cowan cup, the intercollegiate trophy for men's sport. This achievement was the result of many outstanding successes, including, for the first time in many years, winning the intercollegiate cricket competition. Other notable triumphs were seen in hockey, swimming, rowing, and athletics. In addition, for the eight consecutive year we held the intercollegiate rugby cup.

This landmark year for success has seen its beginnings in trainings on the Bulpadock – but the Bul has increasingly become a focus for casual sport as well. The participation and enthusiasm displayed by residents is a true indicator of the sense of community and inclusivity that has been fostered around this iconic space.

Community Service

Trinity students are most engaged when it comes to pressing social issues – this commitment arises out of the fabric of College life, and is sparked out of endeavours such as the Louise Gourlay Prize for Social Change. The annual trip to Minyerri, in the Northern Territory, linked into other areas of College life this year, with the inaugural Outreach Gala Night supporting 'Teachabout' – a Trinity-founded program in the Minyerri area. This night also allowed for the recognition of those members of our community who devote their time and energy to others. The number of people recognised at this occasion is a testament to the ongoing work of the Outreach Committee and individuals who are willing to stand up for a cause.

Student Leadership

The elections of 2011 placed a diverse and motivated group of students in leadership positions throughout the college – from clubs and societies, to student coordinators, to the TCAC, and everything in-between. The unique and varied opportunities offered in the sphere of personal development reflects the broad range of interests within the student body.

2011 also saw the first iteration of a leadership development program where selected students undertook a gruelling training regime in order to complete the historic Kokoda Trail. While the challenge was significant, those who participated spoke highly of the experience.

College Life

The past year represents a time of ongoing change for the residents of Trinity, with the beginning of the refurbishment of the new Dining Hall, and the final changes from the implementation of the Melbourne Model passing through. These changes have created opportunities that residents have eagerly embraced. The Junior Common Room has seen increased use with the recent refurbishments, and postgraduate students are integrating well into our community.

Social events continue to fill the lives of residents, who this year were treated to an array of functions – from Trinity's first 'Big Day In', a musical festival held on the Bulpadock, to the infamous Juttoddie, a handicap race tradition that extends back many years. The TCAC Past and Present Dinner was met with praise and comforting nostalgia, as student leaders from years past gathered to celebrate all that is Trinity.

Sean Hewetson
Senior Student 2011–12



INDIGENOUS PROGRAMS

2011 marks a decade of activity by the Trinity community in the Australian project of Reconciliation. Our engagement has grown steadily and this year there were 19 Indigenous residents: 18 students and one tutor.

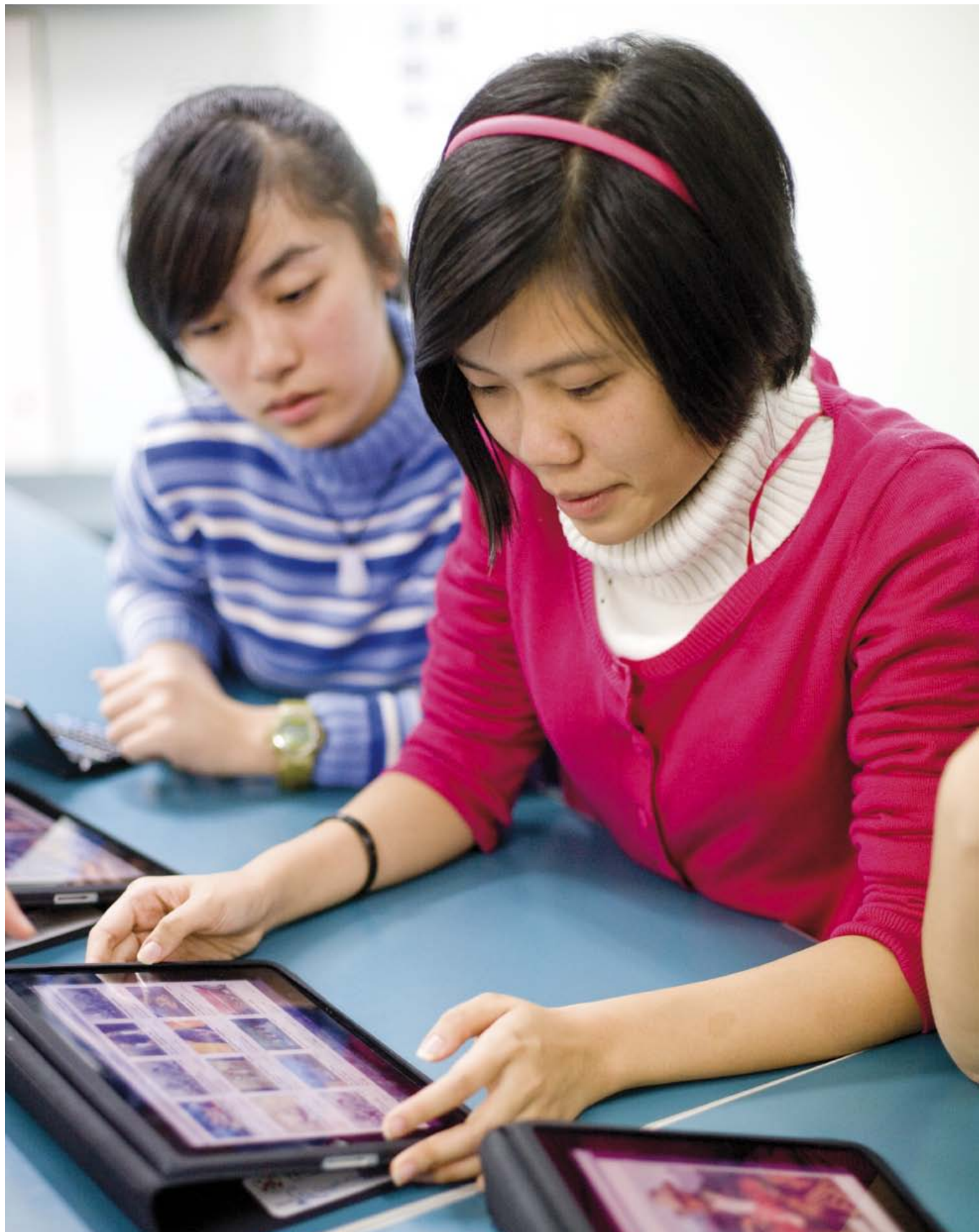
Highlights for 2011 included:

- Welcome to Country and smoking ceremony for the formal Commencement of the Academic Year performed by Uncle Reg Blow from Dandenong.
- Academic Awards were presented in March this year at Formal Hall by Professor Marcia Langton.
- Opening a relationship with the Korin Gamadji Institute (KGI). The KGI is an Indigenous youth training organisation that operates through the Richmond Football Club. Trinity hosted two school holiday residential programs in collaboration with KGI in 2011.
- Hosting the National Indigenous University Games after winning the 2010 games at Newcastle. 200 Indigenous students from 15 universities across Australia gathered at the University in September for the Games. Trinity students Steven Hanning, captain of the Melbourne team and Blake Mooney organised and managed the games. The Bulpadock was the venue for the opening ceremony, where Cyril Johnson, performed a welcome dance, and the Dining Hall was the venue for the social events of the games.
- Two students in the BA(Extended) program were the first to take the Foundation Mathematics for Commerce subjects. These subjects were developed by Trinity teacher, David Collis, with the generous support of the Leith Trust. They are the equivalent of Years 11 and 12 mathematics and constitute a pathway for BA(Extended) students to transfer to the Faculty of Business and Economics. The support of the Faculty in this project is also acknowledged.
- Trinity alumni Laura Chalk, Eamon Byrne and Shivaan Bardolia launched the Teachabout program. Inspired by their visit to the Minyerri community in the Northern Territory as Trinity students, Shiv, Laura and Eamon secured an initial competitive grant from the Vice-Chancellor's office and a substantial grant from Cybec to plan and conduct a structured school-holiday program at Minyerri, with the aim of encouraging students to stay at school through the secondary years and consider further education. The project was well received by the community and will continue in 2012.
- Trinity student Nalli Blow, who began in the new graduate medicine degree this year, conducted an awareness session for fellow MD students in the Cripps Middle Common Room on Indigenous health and cultural matters.
- A number of Trinity's Indigenous students undertook cadetships and internships with both government and industry, including Allen Roberts who has a continuing placement with KPMG. The initiative and generosity of KPMG in supporting students with an interest in commerce is acknowledged with gratitude.
- Our relationships with Yalari, Gambina and the Aurora Project continued to grow. Head of Student Services Mr Jeff Richardson was Master of Ceremonies at the first Yalari gala dinner held in Melbourne.
- The annual Northern Territory trip, including the visit to the Minyerri community, was a great success. Students, supported by Trinity staff Dr Peter Campbell and Mr Ian Mclay, were afforded the special privilege of spending time near Lichfield National Park on the traditional lands of one of our current students.
- The student body elected the first Indigenous student to the TCAC Committee. Jerome Cubillo, who was Community Representative, was also invited to the Prime Minister's reception for US President Barack Obama, as a representative of young Indigenous leaders.

Trinity College thanks its many benefactors for their continued support of these Indigenous programs, scholarships and bursaries in 2012. The leadership of Professor Ian Anderson and the contribution of the Murrup Barak Institute of the University have been central to much of the progress in the past year, and their engagement with Trinity was most important to our endeavours.

Campbell Bairstow
Dean of the College

A NUMBER OF TRINITY'S INDIGENOUS STUDENTS UNDERTOOK CADETSHIPS AND INTERNSHIPS WITH BOTH GOVERNMENT AND INDUSTRY.



TRINITY COLLEGE FOUNDATION STUDIES

Trinity College Foundation Studies (TCFS) is an award-winning course that annually prepares around 700 overseas students for undergraduate entry to the University of Melbourne and other leading Australian universities by equipping them with the intellectual, linguistic and cultural skills necessary for success at university.

Highly qualified staff use a lecture and tutorial style of teaching to develop independent learning skills. This is combined with individual mentoring, a strong network of student welfare and support services, and a range of extracurricular activities to prepare students for tertiary study.

Widely regarded as a benchmark for Foundation Studies programs in Australia, TCFS courses are academically supervised and quality-assured by the University of Melbourne, which guarantees places to those students – on average 80% of TCFS graduates – who achieve the required scores.

TCFS has been successfully helping prepare international students for university for 21 years. Longitudinal performance data from the University of Melbourne shows us that TCFS students do very well once they are in their undergraduate studies.

ACADEMIC ACHIEVEMENTS

The high academic standards of TCFS students are reflected in the following statistics from the 2010–11 intakes.

ACADEMIC ACHIEVEMENTS	JULY FAST TRACK 2010-11	JULY MAIN 2010-11	OCTOBER FAST TRACK 2010-11	FEBRUARY MAIN 2011
Number of final examinees	84	141	47	406
Students qualifying from the program	100%	97.2%	100%	98.5%
Students with an average of or above 95%	6%	4%	3%	7%
Students with an average of 90-100% for their top four subjects	36%	18%	49%	33%
TCFS graduates who applied to University of Melbourne offered a place	90.5%	78%	94%	77.5%

WITH AN EYE TO REMAINING ATTRACTIVE AND COMPETITIVE AS AN EDUCATIONAL LEADER IN THE DIGITAL AGE, THE BOARD ENDORSED OUR MOVE IN 2012 TO A FULL ROLL-OUT OF IPAD UNITS TO ALL INCOMING STUDENTS.

TRENDS

The international education industry in Australia has been in very difficult circumstances throughout 2011. The marked downturn in student enrolments has been driven to a large extent by the high Australian dollar, and by some government policy changes that have made the obtaining of student visas very difficult for students from certain countries.

Government reviews and reports released in late 2011 proposed changes to student visa systems and given some cause for optimism for a modest upswing in international education in Australia by the middle of 2012.

Notwithstanding the downturn in enrolments which has created a 20% national drop in the pre-university bridging sector, Trinity has experienced only a 10% downturn in TCFS enrolment. Against the trend, several intake points actually increased in enrolment. This is a great credit to our hard-won reputation for quality earned over many years, and to the creative marketing and recruiting efforts of the team. The University of Melbourne continues to have a prestigious and well-ranked profile and remains an attractive destination for many international students, and TCFS is seen as a desirable pathway to it.

IPAD ROLLOUT

With an eye to remaining attractive and competitive as an educational leader in the digital age, the Board endorsed our move in 2012 to a full roll-out of iPad units to all incoming students.

Staff have been offered professional development opportunities to explore the technology's applications, and an Education Technology Manager has provided individual and team support as staff work out how best to incorporate the technology into their teaching and learning practices. The iPad initiative has been acknowledged internationally in the educational press.

REVIEW OF PROGRAM

Early in 2011, at the request of the College Board, a review into TCFS's models of delivery was undertaken, seeking both internal and external stakeholder input on our current modus operandi. The key driver for the review was the observation that TCFS delivery costs, especially labour costs, were rising at a slightly higher rate than the income generated from fees, causing a squeeze on operating surpluses.

The College is eagerly awaiting the imminent release within the University of a significant report on future international directions. We are keen to take the considerable know-how that has been developed in 21 years of TCFS success and to apply some of that know-how to different groups, different models and different educational opportunities. It could perhaps be the preparation of mature aged students for university study, preparation of graduate international students for masters programs, intensive English language tuition for study purposes, or the creation of a diploma program to part-teach first year university. The review concluded that the delivery model and its various parameters was highly effective.

EDITH HEAD HALL

This year also saw the first residents move into Edith Head Hall, a new residential hall in North Melbourne for young women who are studying at TCFS. Following extensive refurbishments of the leased property (formerly occupied and still owned by the Girls' Friendly Society) over the preceding summer, the first residents arrived in January and the resident community has continued to grow since then. The live-in Head of Residence and her Deputy have made it a very cohesive and supportive community. The Hall aims to develop a vibrant culture that has many echoes of the Trinity Residential College experience.

STUDENT WELFARE & SUPPORT

TCFS has a well-deserved reputation for excellent pastoral care. Managing student welfare and progress is a priority of the program. This includes identifying students at risk, supporting those who are struggling, and assisting students in crisis.

The mentoring program ensures all students are regularly monitored and offered assistance as needed. The professional support staff (Counsellor, Chaplain, Director of Student Welfare and his staff) are to be commended for the work they do in supporting the student community.

An initiative to take students on a tour to Central Australia took place in September. TCFS Chaplain, the Revd Chris Carolane, led a party of approximately 40 students and five staff, who travelled by bus to the inland, exploring many aspects of indigenous culture along the way. They experienced the vastness of desert Australia, the peculiarity of Coober Pedy dugouts, and the joys of camping – all very different experiences to any they have known in their homelands. The tour was pronounced an overwhelming success, even if somewhat exhausting for the staff team!

Dr Barbara Cargill
Dean of International Programs



THEOLOGICAL SCHOOL

The School has been an integral part of Trinity College since its inception in 1877, training students for ordained ministry in the Anglican Church. It continues that tradition of offering exciting and relevant programs for students interested in studying theology and ministry.

Trinity College Theological School had a great year in 2011. Changes in faculty membership have created a new ethos, with enthusiasm for building up the School and widening its influence within and beyond the Anglican Church. The Revd Dr Dorothy Lee, Frank Woods Distinguished Lecturer in Biblical Studies since 2007, was appointed Dean of the Theological School in March, and the Revd Dr Ray Cleary AM was confirmed as Director of Ministry Formation and Sambell Lecturer in Pastoral and Public Theology.

There are over 250 online students this semester. Establishing the BTheol online should make a difference to enrolments and offer a first-class undergraduate theology degree to students unable to attend face-to-face classes. The Certificate program is for lay people in parish or other local contexts, offering a non-technical introduction to theology. The program has expanded this year into Queensland and the Northern Territory through a memorandum of understanding with St Francis' Anglican College in Brisbane.

FACULTY

Faculty members have spent a productive year lecturing, carrying out administrative tasks, and engaging in research, as well as speaking engagements across the church. The School held a Theology Day at the St James' Institute in Sydney, addressing the subject of the *King James Bible*, celebrating its 400th anniversary this year. A similar day, with a focus on the Bible readings for next year, was conducted in the Wangaratta Diocese at Benalla in October.

Ms Meg Warner, who has been the Morna Sturrock Doctoral Fellow, was appointed Bromby Lecturer in Biblical Studies, to commence in January 2012.

MCD UNIVERSITY OF DIVINITY

The Melbourne College of Divinity will become Australia's first specialised university on 1 January 2012; its name will be 'MCD University of Divinity.' This significant development will offer the Theological School wonderful opportunities for growth

in student numbers and in faculty. It also constitutes public recognition of the MCD, which has been educating students since 1910 and has gained a significant, international reputation during that time for high-quality theological education and innovative programs. The incoming President for 2012-13 is a member of Trinity College Council and the Board, Dr Graeme Blackman OAM, who is well-qualified to lead MCD University in its first phase.

The Revd Dr Dorothy Lee
Dean of the Theological School



TRINITY INSTITUTE

The Trinity Institute's first year has had an outstanding program of offerings with the Young Leaders (YLSS) programs, now 11 years old, as the centrepiece.

After consultation in 2010 with the Education Strategy Group and a Steering Committee of educators, we determined to pilot three targeted Open Learning opportunities to capture alumni and friends, two Professional Learning opportunities for teachers, and a modified Young Leaders program where the Winter School model was divided into two one-week offerings, with Leadership for Social Justice as a new program that we would market to local students.

What the trial has illustrated is that youth programs are where the Trinity Institute excels. The 175 students who attended the various programs in July confirmed this. The Winter School program was the most successful in the history of the Young Leaders Program, growing from 50 students in 2010.

YOUNG LEADERS WINTER SCHOOL

For the first time, Young Leaders Winter School was divided into Week 1 and Week 2 and we offered four discrete winter programs: Leadership for Social Justice, Persuasive World, Juilliard Winter Jazz School, and a bespoke science school for the Gyeonggi Science High School from Korea.

YOUNG LEADERS SUMMER SCHOOL

The December Young Leaders Summer School attracted 114 students from 11 countries. The program built on the success of the previous year, with four academic Worlds being offered. The Inner and Outer/Natural Worlds catered for students interested in studying science, whilst the Persuasive and Creative Worlds appealed to students interested in psychology and the world of creative arts.

Highlights this year included a workshop on persuasion through illusion, a cultural night, and sound garage, where students explored virtual worlds. The Inner World students tested their skills of investigation during 'Murder in Melbourne' in the Genetics lab at the University of Melbourne and the Outer World students had a fun and hands-on workshop on robotics, also at the University of Melbourne.

Common to both the Winter and Summer Schools, was the extracurricular emphasis on personal development. Outside the classroom, students learned Bollywood dancing, trained with the National Institute of Circus Arts, acquired yoga techniques for stress management and proudly showcased their heritage during cultural night. The elements that cannot be measured are the friendships made, the cultural awareness gained and the lifetime's worth of experiences enjoyed in two weeks.

IMPORTANCE OF PHILANTHROPY

Whilst overseas enrolments have dropped in comparison to 2010, local student enrolments have increased through forging closer ties with new departments within the University of Melbourne and by acquiring philanthropic funding. Thanks to the generosity of the Gourlay family, we were able to partially fund many domestic students participating in this program.

Through connections with the area of the University that recruits low socio-economic status students (SES), the Institute was offered four full scholarships for the December program. Through our relationship with the onshore marketing team at the University, we were also able to offer scholarships to the Kwong Lee Dow Scholars, and had five students join us from all over Victoria. This brought our total of local students to 27, our largest number to date.

Trinity philanthropists funded a further six students, bringing the total of low SES students to 10. In addition to this, several scholarships were offered to refugee students because of a generous donor.

Continued partnership with The Smith Family and Yalari helped to recruit ten Indigenous students, who were funded by philanthropy and government assistance.

Dr Brenda Holt
Director, Trinity Institute

Sue Karzis
General Manager, Trinity Institute

WE DISCOVERED HOW LINKED WE ARE THROUGH
MUTUAL LAUGHS, LECTURES AND FEATS OF
UNEXPECTED GOODNESS – WE WERE DEDICATED TO OUR
PASSION, OUR KNOWLEDGE, AND TO EACH OTHER.
Brandon Williams, USA

ADVANCEMENT

Following the successful conclusion of the Campaign for Trinity, the Advancement Office continued its work in supporting the capital works programs, endowment and scholarship programs of the College.

In 2011, \$2.3 million was raised in total from Advancement activities, including \$441,000 through the Annual Giving Program. More than 700 donors provided this generous support to the College, including a growing number of new supporters. Online giving options were introduced during the year and almost 60 donors took advantage of the new facilities.

KEY ACTIVITIES

A major focus in the capital works program for the year was to raise funds for the renovation of the Dining Hall. About \$500,000 was raised for this purpose, and included a program of 'naming chairs' in the renovated Hall. Funds were also raised for the new tree plantings around the Bulpaddock and for the new Chapel sound system.

Continuing financial support for our students is a key priority for the College, and \$1 million was granted in various forms of financial aid during the year. Some of this money came through endowments, but about \$450,000 was raised through recurrent giving. There was continuing support for the Indigenous Programs at the College, with considerable work being completed with government instrumentalities to ensure appropriate support for eligible students at the College.

Professor AGL Shaw (TC 1935) has endowed a perpetual scholarship to support a postgraduate student who wishes to study at Oxford University and another student at the University of Melbourne. The scholarships are worth a total of \$70,000 annually.

In addition to its regular work, the Advancement team provided assistance to other student and College initiatives to raise financial support for the Kokoda Trail leadership project and the College's Musical Theatre fundraising dinner.

In September the Warden travelled to Sydney with Advancement staff and held a special lunch for current parents. This was a successful event and mirrored a series of very successful lunches hosted at the College by the Warden and Advancement staff.

LEEPER SOCIETY

In 2011, members of the Leeper Society had a guided tour of the newly opened Grainger Museum at the University of Melbourne, followed by afternoon tea at the College.

Very generous bequests were left to the College by Bill Bockholt (TC 1947), Hampton Beale, Albert McPherson (TC 1960) and Judith Wright.

ALUMNI ACTIVITIES

There was a busy schedule of alumni activities throughout 2011. About 200 people attended Drinks Under the Oak in March, and there were very strong attendances at the 20, 30, 40 and 50 year reunions. A golf day followed by dinner at the Barwon Heads Golf Club was enjoyed by a small group of alumni. A special reunion of TC 1986–87 year groups was held for more than 60 guests. About 75 attended the Seniors' Lunch (entry years 1960 and earlier), held in the Dining Hall, at which Alby Twigg (TC 1951) proposed the toast to the College. Fifty guests attended a special afternoon tea at which artworks of Philip Sargeant (TC 1952) were presented to the College.

The inaugural TCAC Past and Present Dinner attracted 65 guests, and 62 guests attended the special Union of the Fleur-de-Lys Celebration of Sport Dinner.

Small receptions were held in London with the Warden, and in New York, and Dr Watkinson had a series of meetings with alumni and parents in those locations as well as Singapore, Kuala Lumpur, Toronto, Los Angeles and Auckland.

There were two well-attended Breakfast in the City events at which the Warden and Advancement staff provided an update on current and future activities at the College. Goldman Sachs and McKinsey and Company very generously hosted these events.

The Commemoration of Founders and Benefactors Dinner was held on 30 September and attended by 140 guests. The Warden's Circle Garden party was generously hosted by Professor John Poynter (TC 1948) and Mrs Marion Poynter at their home, and 67 guests attended.

I would like to thank Ms Kay Attali, Mrs Astrida Cooper, Ms Nicole Crook, the Right Reverend James Grant AM, Vincent Ramos, Mrs Essie Marenda and Ms Kirstie Robertson for their cheerful and tireless efforts throughout the year.

Dr Alan Watkinson
Director of Advancement



ART COLLECTION

Dating from the 1880s and enhanced by many generous donations, the Art Collection of Trinity College continues to grow in significance. The student-based E R White Club also conducts an annual acquisition program of contemporary Australian works.

DINING HALL REDEVELOPMENT

In recent years, the Portrait Collection has grown to become one of the most recognisable features of the College's art holdings. In November, staff from International Art Services (IAS) removed the works from the Dining Hall in preparation for its imminent renovation. IAS will house the collection in climate-controlled storage until the renovations are completed in mid 2012.

The renovated Dining Hall will include hanging rails and track lighting systems, offering greater flexibility in the presentation and rotation of the growing suite of works and ensuring the College continues to employ best practice in relation to the art collections.

NEW WORKS

The ER White Club's 2011 acquisition consisted of two works by Australian photographic artist Polixeni Papapetrou from her *Between Worlds* series (2009), titled *The Loners* and *The Harvesters* (above). Papapetrou's work has appeared on the cover of the Australian art journal, *Art Monthly*, in recent years, and one of the two works purchased by the Club – from a limited edition of eight prints – was acquired by the National Gallery of Australia earlier in 2011.

The two works are therefore particularly astute acquisitions by the Club and are a significant addition to the ER White collection. Following the custom of recent years, the two works will be unveiled at the 2012 Commencement Dinner.

The continuing generosity of former Warden, Professor Robin Sharwood AM, has seen several antique prints

and etchings added to the general collections, notably among them two etchings by French artist Henri Mauperché (c 1602–86) illustrating scenes from the apocryphal story of Tobias and the Angel.

The Marika Family collection of Yolngu Australian Indigenous artworks was enriched through the generosity of Associate Professor Alison Inglis, who presented the College with two painted works on paper by Dhuwarrwarr Marika depicting Milngurr, the sacred waterhole from the Dhuwa Creation story at Yalangbara, Northern Territory.

Details of all gifts to the Art Collection during 2011 are included in the Appendix.

Dr Ben Thomas
Rusden Curator of Art



CHAPLAINCY

Trinity College Chaplaincy provides engaging worship, opportunities for reflection, activities to foster spiritual growth, and sensitive pastoral care for members of the Trinity community, regardless of their faith and belief. The Chapel is the Anglican Chapel on the University campus and reaches out to members of the University and wider community.

This year, the Chaplaincy team worked with Residential College students to put in place a number of programs to help students express their faith through personal action.

Programs included opportunities to:

- serve breakfasts for the homeless in the CBD with Anglicare Victoria
- mentor Sudanese VCE students at the River Nile Learning Centre
- raise funds and awareness for the Residential College Minyerri and Cambodia projects at two special services
- learn about the need for work-life balance, making time to practise personal reflection, as part of a Residential College Quiet Day.

In collaboration with staff and students in Foundation Studies and the Theological School, the Chaplaincy team provided the following new initiatives across College:

- a food-free zone in the Prayer Space during Ramadan for Muslim Foundation Studies Students
- a year-long supervised theological field education placement in Chapel for Theological student in residence Emily Fraser
- a visit to Central Australia for Foundation Studies Students organised by Foundation Studies Chaplain, Chris Carolane
- a Foundation Studies Bible Study with students from an interfaith background or no faith at all, who are interested to learn more about Christian practice and beliefs.

This year has once again seen excellent Chapel attendance by students, staff and members of the wider community. In addition, the Chapel marked the 125th anniversary of Janet Clarke Hall, held our annual service of the Blessing of the Animals, and was the venue for seven weddings, eight funerals and memorial services, and 17 concerts.

This year's highlights included:

- the baptism and confirmation of three Residential College students and one Foundation Studies student
- the Chapel's commitment to sustainable living and practices, explored in a series of sermons by academics Professor Jenny George and Professor John Pilbrow, Archbishops Philip Freier and Sir Paul Reeves, and theologians Professor Frank Moloney and the Revd Dr Simon Holt, among others
- the commemoration of the 10th anniversary of 9/11, led by former New York resident and former Senior Student, the Revd Dr Ron Noone
- the annual intercollegiate Act of Remembrance under the College Oak, attended by some 150 students and staff of Trinity College and Janet Clarke Hall.

The Revd Dr Andreas Loewe
College Chaplain



MUSIC

Music continues to be a vital ingredient of College life, with a wide range of activities including the two barbershop groups – Trinity Tiger Tones and Candystripes – performing on radio on AFL grand final day. Many instrumentalists and singers from both Foundation Studies and the Residential College make use of the music practice facilities, while more contemporary musical tastes are catered for by the Battle of the Bands competition and various entertainments and soirées, formal and informal.

Joshua van Konkelenberg continued as Bruce Munro Organ Scholar, until he left for postgraduate studies at the Royal College of Music in London at the end of August. We are delighted that John O'Donnell, Director of Music for the Canterbury Fellowship, agreed to act as College organist for the remainder of the year.

The Choir had another exciting year, which began with the usual workshop week, Orientation Matins and Commencement Service. This was followed by the world premiere, during Evensong on Sunday 6 March of Michael Leighton Jones's *Anthem for the Feast of Any Healer* (text by Dr Katherine Firth), celebrating the centenary of the birth of Norman Heatley, a member of the team of scientists to develop penicillin.

The Choir took part in the first performance in the Melbourne Recital Centre of JS Bach's *Mathäus-Passion* (St Matthew Passion) on Sunday 17 April with a theological introduction

by College Chaplain, the Revd Dr Andreas Loewe. The College was well represented in the solo line-up, with Siobhan Stagg (soprano), former Dean, Peter Tregear (bass) and former Trinity Choral Scholar, Lynette Alcantara (contralto). Michael Leighton Jones sang the role of Jesus. The Choir returned to the Recital Centre in September to sing Vivaldi and Corrette with the Australian Brandenburg Orchestra.

The Choir sang concerts at St Michael's Church in May, at Sydney at St James', King Street and Christ Church St Laurence in September, and St Andrew's, Brighton in October.

The Choir also sang at two Trinity weddings this year as well as a dinner at the Melbourne Club, and the gentlemen of the Choir also performed at the St Patrick's Day and St Andrew's Day lunches at the Melbourne Savage Club as well as the Lyceum Club Christmas lunch. Cecilian Voices – a group drawn from the current choir

and directed by Samuel Allchurch – presented concerts in the Chapel in May and October. Generous donations from concert proceeds were made to the Royal Children's Hospital and Spina Bifida Victoria.

The Choir recorded for ABC Classics again in December, a sequel to our successful *Abide with me* hymn CD launched in 2006. Michael Leighton Jones arranged several hymns for these sessions.

This year the Choir again presented three Carol Services. Anglicare partnered with us for the second service, performed in St Paul's Cathedral.

Michael Leighton Jones
Director of Music



SUSTAINABILITY

Trinity has an ambitious vision for what it means to be a truly sustainable college in the 21st century. It is a vision that focuses on the convergence of students, staff and members of the community, working together to make sustainability a way of life.

In 2011, in pursuit of this vision, the focus moved from the recommendations and goals of the working party on the theme of taking responsibility for a sustainable college to the second theme of educating leaders for a sustainable future, and leading by example.

The goals of the first group address carbon reduction, water reduction, waste reduction and purchasing. It is recognised that these targets can be attained in part through advances in processes, technology and refitting of facilities, but that changing behaviour and expectations will be critical to achieving success. This recognition drove much of the research and thinking of the education in the Sustainability working party.

Theme Two Working Party – Education in Sustainability

The group comprised wide representation from across the College and included some important student and young alumni voices. Advice and direction received from various alumni who are now engaged in consultant and analyst roles with McKinsey & Co was appreciated sincerely. The working party identified four key areas for policy and action.

The first is in transforming culture and values with the goal of building a culture in which the community is committed to behaving sustainably and is entrepreneurial and passionate in its pursuit of environmental sustainability. Possible actions being considered include Earth Hour and tree planting to be regular annual events, development of a 'Green Contract' for students to sign on entry, commitment to sustainability as an element of employment contracts and performance reviews, and using more local and organic food.

The second is the creation of new leadership models. The experience of a number of universities in the USA demonstrates that expecting students to take senior roles in sustainability is crucial to achieving change. The College is now contemplating the appointment of a student as co-chair of the Sustainability Steering Committee, adoption of a policy of appointing or recruiting equal numbers of students and staff to all significant committees and working parties on matters of sustainability, and to appropriate Board sub-committees, eg Buildings & Grounds. Progress has already been achieved in this matter through the appointment of two Student Interns in Sustainability for 2012.

A third opportunity identified is to brand the College more clearly for its commitment to sustainability and its achievements. Initiatives to date have seen the development of *planitgreen*, the new website and sustainability messages, and distribution of signage. Next steps could include greater use of social media, emphasis on sustainability in orientation programs in all divisions and an opt-in carbon reduction scheme on all student admission forms, and possibly for staff on an annual basis through salary sacrifice.

A key driver of change will be developing and implementing curriculum and occasional educational programs. Actions to date have included the Theology Online @ the Melbourne College of Divinity program OCT327 Christianity and Ecology, the Gourlay Social Change Project, a McKinsey forum, and tutorials and Fireside Chats for resident students. Proposed next steps include incorporating sustainability themes into more subjects in Foundation Studies and Theology, an opt-out scheme to enrol students automatically in Resident College tutorials, targeted professional development for staff, and a regular environmental theme in the Young Leaders Summer Schools.

Campbell Bairstow
Chair, Theme Two Working Party

A KEY DRIVER OF CHANGE WILL BE DEVELOPING AND IMPLEMENTING CURRICULUM AND OCCASIONAL EDUCATIONAL PROGRAMS.

SHARED SERVICES

Overseen by the Director, Finance & Administration, and the Chief of Staff, Shared Services departments support the College across all divisions.

BUILDINGS & GROUNDS

2011 highlights of the Masterplan implementation included:

- planting new trees around the Bulpadock and landscaping the west side of Jeopardy
- connecting Jeopardy's roof to underground water tanks to increase water capture
- implementing secure bicycle parking throughout the residential campus
- creating a Behan car park, which improves the northwest end and reduces reliance on car parking at the southern end
- beginning the redevelopment of the Dining Hall, to be completed in mid-2012
- entering the sketch design stage for the Southern Precinct project, a new education facility incorporating lecture theatre, drama rooms and gallery
- refurbishment of the Kitchens building first floor bathrooms, student rooms, corridor, internal and external staircases
- completing Jeopardy stage 1 works.

Other Projects & Works

- establishing new three-year electricity and gas contracts, providing substantial savings with ongoing energy costs
- restoring the chimneys and roof area of the Leeper Building
- redeveloping Edith Head Hall in North Melbourne for Foundation Studies female students
- upgrading the existing gate control system.

Walter Carmingnani
Manager, Buildings & Grounds

COMMUNICATIONS

After nine years, Mrs Rosemary Sheludko, Director of Communications, retired in April. Rosemary built a communications department that now includes electronic marketing and print publications, E-News, *Trinity Today*, branding, photography, video, signage, and media relations. Leadership of Communications moved to the Chief of Staff, Dr Brenda Holt, in February, so that there would be a smooth handover of Rosemary's institutional knowledge.

A significant achievement was the successful launch of a new Trinity College website in March, providing the best possible marketing platform to build our brand and visual identity. The College's site has been well received with an average of 25,000 visitors per month. Within the website project, online donations and payments were enabled, and a mobile optimised site and new video module were developed.

We also launched a new E-News system that includes analytics for measuring audience engagement including click throughs to our website. This information assists us in creating interesting and appropriate content for our audience.

Building up our social media presence has been another focus for 2011. There are more than 2,500 people who like Trinity on Facebook, 700 followers on Twitter, and LinkedIn contacts are reaching 500. Our Flickr account feeds to the Trinity website, making images available from the home page as well as the dedicated Photo Gallery page. The Trinity Youtube channel also feeds to our website and has 37 subscribers and 4,167 channel views to date.

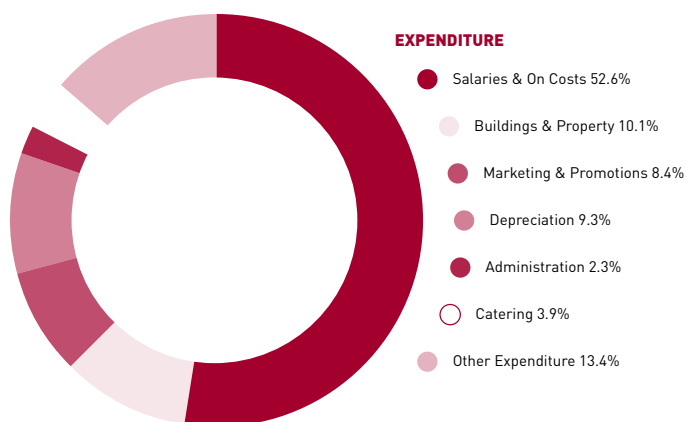
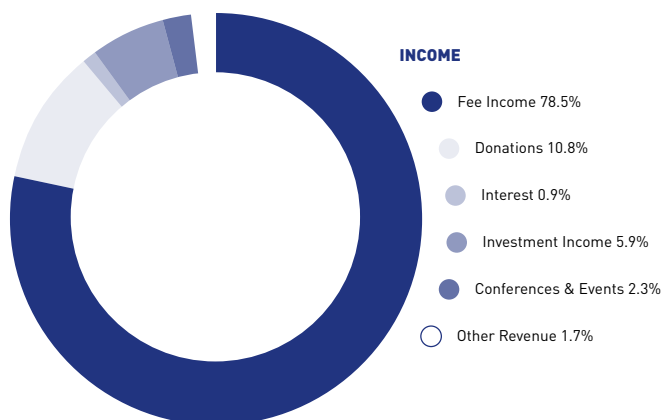
Dr Brenda Holt
Chief of Staff

FINANCE & ADMINISTRATION

The College performed better than budget in 2011 which was an excellent result given the challenges faced in the international student market for Foundation Studies. There were many issues affecting the market including the strong Australian dollar, more stringent visa requirements for many of Foundation Studies source countries, increased in-country competition as these countries develop local education programs that can provide direct entry to Australian universities, a perception that Australia is not a welcoming country and increased competition from USA, UK and Canada. In response to the impact of these challenges, management undertook a project across the College to identify additional income and cost saving opportunities to address the impact of the enrolment shortfall. It is a pleasure to report that this project delivered an outcome that in large part closed this gap.

The pie charts below show a breakdown of the sources of College income and areas of College expenditure. Fee income is clearly the main form of income representing 79%, followed by donations 11% and investment income, 6%. Salaries and staff-related costs represent 53% of College expenditure, with buildings and property representing 10.1%, depreciation 9.3% and marketing and promotions at 8.4% the next most significant expenditure categories.

Donations in 2011 to the Trinity College Foundation were again strong with funds donated for scholarships, buildings and grounds projects and teaching featuring solidly.



The College spent some \$4 million in capital expenditure in 2011 to improve infrastructure and operations. The major projects included the Jeopardy building amenities refurbishment, the Dining Hall refurbishment and extension, Leeper chimney and north face restoration, the new College website, improvements to ITS infrastructure and desktop/laptop replacements and various other ITS and buildings and grounds projects.

The market value of the College's investment funds reduced in 2011 as markets responded to the sovereign debt issues in Europe and the general uncertainty leading to increased market volatility.

The College's investments performance experienced two quarters of positive growth and two quarters of negative growth through 2011. These investment funds support the College through the funding of scholarships, studentships, contributing to staff teaching and lectureships, building projects and other College activities.

The College Board, through the Finance and Investment Committees and Management, regularly reviews the College's investment performance and fund drawdowns to ensure that programs and activities are supported adequately, while also endeavouring to ensure endowed funds are maintained in real terms for the long term.

Mr Gary Norman
Director, Finance & Administration

HUMAN RESOURCES

In order to nurture and develop our excellent staff, we continue to offer outstanding professional development and wellbeing opportunities, morning teas and other special events.

The largest curriculum change in Foundation Studies history is the rollout of iPads across the classroom for 2012. In anticipation of ensuring all academics are utilising technology in the classroom, Human Resources (HR) has worked closely with Glen Jennings, Associate Director, Academic Programs (TCFS) and Dr Jennifer Mitchell, Education Technology Manager (TCFS) to ensure a TCFS-wide training program in the use of the iPad. Most weeks, Jennifer led a seminar on two different campuses and HR recorded attendance and professional development. Innovation in curriculum and use of educational technology were added as competencies within the performance management framework for all TCFS teachers.

Recent research indicates that best practice includes helping staff increase social connections at work, making workspaces enjoyable, and providing opportunities for daily exercise and healthy rituals. In light of this research, we have continued to offer wellbeing programs such as pilates, conflict resolution and first aid. Further professional development training programs included Microsoft Office suite training, mental health first aid, manual handling and occupational health and safety awareness programs, and a variety of other smaller programs. Dr Brenda Holt offered the Developing Leaders series to another 12 staff members in 2011 – 36 staff members have now been through this year-long program.

Dr Brenda Holt
Chief of Staff



INFORMATION TECHNOLOGY SERVICES (ITS)

ITS supports the changing technology needs of Trinity students in all College programs, and staff across all campus locations. ITS handled over 8,400 requests in 2011, up 38% on 2010, and delivered 60 projects.

Major accomplishments included:

- extending the automation of many administrative functions in TExAS (Trinity's Excellent Administration System), including the implementation of a mentor function, a tutorial and consultation function with automatic timesheet submission, and a room management system
- introduction of a community module giving TCFS parents the ability to look up student results and mentor reports. Functions were also developed enabling TCFS to automate the financial posting of approved agent commissions
- wireless networking in all student rooms, including printing capability
- audio visual improvements in teaching facilities in lecture theatres, tutorial and meeting rooms
- student email and calendar upgrade
- managing a tender for the 650 iPads required in 2012

- managing the technical aspects of a new external website, including a new content management system and online donations facility
- updating and upgrading the Trinity portal and internal websites in line with the new external website design
- development of a three-year improvement plan for the network
- implementation of an audio and network facility makeover in the Chapel to enable podcasting.

Mr Greg Chenhall
Director, ITS

LEEPER LIBRARY & ARCHIVES

The Leeper Library continues to serve as a vibrant centre for study and research for students and staff of the College. Library usage remains very healthy, with loans of print material indicating good student patronage. We have received many wonderful gifts from donors for the Library and Archives, which are listed in the Appendix.

The Library went live in August with Ebook Library. This project was undertaken with a view to iPad classroom use in the Foundation Studies Program. Student uptake of the new e-resources has been rapid and widespread by both Foundation Studies and residential students.

The Library's management system was further cemented and refined with the online catalogue interface (enterprise), which is the main entry to the Library catalogue and other Library services. This has improved the interface making it more user friendly.

Several outstanding projects were completed this year to facilitate use of the heritage and theological collections including:

- cataloguing the Muniments Collection, which contains rare books and other items of value to the College
- cataloguing the Victorian Anglican Materials for the Mollison Collection
- reorganising the compactus, making the most sought after research materials easier to access.

Library statistics for 2011

Researchers: 14
Archive queries: 41
Visits: 84,085
Loans: 18,393
Ebooks borrowed: 520
New titles: 1,795
Student training sessions: 56
Students trained: 1,588

Ms Gale Watt
Leeper Librarian



CONFERENCES & EVENTS

2011 was another successful year for Conferences and Events, which resulted in the highest operating surplus on record.

The College attracted many groups using Trinity as a conference venue, including leading international scholars and researchers, corporates, Indigenous organisations – especially relating to youth development and leadership – and charities. The newly refurbished Old Warden's Lodge was particularly popular as a venue.

I would like to acknowledge the support of our external contractors, Berkeley Challenge (Cleaning Team) and Alliance Catering along with Trinity College personnel such as Conference Assistant Pierre Houeix, Receptionist Yvonne Diamond, the Buildings & Grounds team and the Finance & Administration department for playing

such a major part in the success of the Conferences and Events Department this year.

Mark Gordon
Conference, Catering and
Hospitality Manager

SENIOR COMMON ROOM

After an event-packed 2010, the Senior Common Room (SCR) opted for a casual but regular series of Friday afternoon get-togethers at which members from all arms of the College could mingle.

The one major event was the February garden party under the Oak, which as in 2010 proved to be particularly popular with members.

Membership remained at around 50 and after elections in early September, the new executive, consisting of Paul Andrews (President), Kirstie Robertson

(Steward), Anna Hood (Treasurer) and Kellie Mathers (Secretary) took over a fairly healthy budget and planned an end-of-year BBQ to bring 2011 to a close.

Dr Sally Dalton Brown
Head of Academic Programs
2011 SCR President



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