Following is the inaugural External Relations annual report which demonstrates that 2011 was a year characterised by change, opportunity and new achievements. Our aim is to give an account of External Relations activities as well as establish benchmark outcomes and targets that can be measured against annually. We see this as the first of many reports recording key External Relations activities and outcomes that will continue to be refined and developed into the future.

External Relations works collaboratively across the Faculty and the University more broadly to deliver the following services:

- Advancement including philanthropy, alumni relations and stewardship
- Marketing strategy and research, and brand management
- Student recruitment and outreach programs
- International recruitment and programs
- Communications, direct publicity, online and media relations
- Engagement, including Faculty and special events
- Trusts and scholarship administration
- The Artists Booking Service

These services are varied and in many cases independent of each other, but inextricably linked through a common theme of responsive and responsible public service and engagement, provided to prospective students, alumni, supporters, and friends of the Faculty, as well as more broadly to the arts public, media, government and partnering institutions.

External Relations is a touch point between students, staff and the broader community. We provide an interface with the public through engagement and communication and ensure that the VCA & MCM enriches the University’s cultural profile.

The success of External Relations depends on the time and contribution that staff, students and alumni are able to give us. Our work depends on a collaborative spirit and we would like to take this opportunity to express our sincere gratitude to those who have worked with us to deliver results in 2011.
Advancement covers the functional areas of philanthropy, stewardship and alumni relations by establishing and maintaining mutually beneficial relationships between the Faculty and its alumni, friends and benefactors. External Relations is the main interface between the University Advancement Office and works collaboratively on a range of services across prospect management, stewardship and reporting, communications and database maintenance as well as specific programs including the University Campaign, Annual Appeal, Chancellor’s Circle, Heritage Society and the Reunion program. 2011 marked the beginning of new opportunities and potential that we expect to have a positive impact in the years to come, with a focus on rebuilding relationships through active engagement, communication strategies and database improvement.

CASE STUDY: VCA FOUNDATION

The announcement of significant Federal and State government funding in 2010, as a result of the Switkowski Report, set off a series of activities including public announcements, publicity and hosting of key government representatives and supporters.

A major component of the funding was the establishment of the VCA Foundation. The funding arrangements were confirmed in 2011 and consisted of $2 million from each of Federal and State governments to establish the Foundation’s capital base.

After a prolonged period of negotiation – influenced by a change of government – both agreements were finalised and work commenced on the establishment of the VCA Foundation. This consisted of a range of administrative activities beginning with the creation of a University Trust Regulation, developed in collaboration with the Trusts Lawyer, which defines the University’s management and use of the funds.

A VCA Foundation Board was established in August, beginning with the development of a statement of purpose, terms of reference, and Board member position description. Eda Ritchie took up the position of Chair and assisted with the selection of the impressive Foundation Board membership, based on financial capacity and public profile.

A select group of supporters, friends and VIPs of the VCA were invited to the VCA Foundation launch in October. Held in FTV’s Studio 1, the celebration featured performances from students of Contemporary Music and Music Theatre and video highlighting recent scholarship recipients from Art and Performing Arts. Over 80 guests attended including His Excellency, the Governor of Victoria, the University of Melbourne Chancellor, Elizabeth Alexander, The Hon Heidi Victoria and Martin Foley MP.

http://vca.unimelb.edu.au/supportvca

PHILANTHROPY

Following a period of instability the Faculty philanthropic strategy in 2011 focused on the re-establishment of donor numbers and rebuilding donation totals by capitalising on key Faculty, University and sector events and activities. The main focus for the VCA was the establishment of the VCA Foundation while the MCM focused on reconnecting with supporters, friends and alumni. A significant proportion of donors have supported at Faculty level, rather than institutional level.

Over 40 stewardship activities such as events, tours and University programs were hosted by, participated in, and/or delivered in 2011. These activities ranged in size from intimate groups to large scale public announcements. In order to deliver the requirements of the University Campaign and the targets of the VCA Foundation a co-funded (with Advancement) Development Manager position was advertised. Megan Dench began in this position in January 2012.

2011 PHILANTHROPIC RESULTS

<table>
<thead>
<tr>
<th></th>
<th>VCA</th>
<th>MCM</th>
<th>FACULTY</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of donors</td>
<td>92</td>
<td>51</td>
<td>63</td>
<td>193</td>
</tr>
<tr>
<td>Total income received through donations (including bequests)</td>
<td>$844,770</td>
<td>$192,460</td>
<td>$175,497</td>
<td>$1,212,728</td>
</tr>
</tbody>
</table>

Above: Table representing Philanthropic results. Pie graph representing results in percentage.
Communicate
VCA and MCM alumni receive regular communication from the Faculty through the VCA & MCM e-newsletter, the VCA & MCM news, the MCM News, as well as occasional eflyers regarding special alumni offers and graduate studies.
In 2011 VCA and MCM alumni were profiled via the annual recruitment brochures, the monthly University Alumni e-newsletter, the VCA & MCM e-newsletter, the VCA & MCM news section on our website, the Melbourne University Magazine and the MCM News. A conservative estimate of 60 profiles were published in 2011.
In 2012 we aim to establish more accurate methods of tracking communications and profiles.

HOW CONTACTABLE ARE OUR ALUMNI?

As at Jan 2012

<table>
<thead>
<tr>
<th>Database entities</th>
<th>VCA</th>
<th>MCM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contactable (mail and/or phone number and/or email)</td>
<td>5,521</td>
<td>3,151</td>
</tr>
<tr>
<td>Email address</td>
<td>2,294</td>
<td>1,474</td>
</tr>
</tbody>
</table>

Participate
In 2011, one MCM alumni reunion for 1940s & 1950s music graduates was held, with a total of 24 people attending at University House. In collaboration with the Advancement office, we also hosted an ‘In Conversation’ evening with Ben Northey which attracted 32 alumni and friends. VCA School of Art alumni were invited to the Graduate Exhibition. This was a non ticketed event however 51 alumni registrations were received.

Many of the events held at the VCA and MCM do not require registration and therefore there is no way to accurately determine alumni engagement. We have however implemented a system with Performing Arts so that alumni can ‘opt in’ to share their information with us and we continue to look at ways in which we can record alumni attendance. The FTV and Art mailing lists were added to the central database, Advance, and in 2012 we aim to rollout Advance usage more broadly across the Schools in order to ensure accurate contact report and database maintenance.

Give
Unlike most Faculties, the majority of the VCA and MCM’s philanthropic base is from sources other than alumni. This does however remain an area of growth, particularly for long-term philanthropic support, such as bequests. It is a way in which alumni can advocate for their alma mater, whether through a large or small contribution, and is a potential area for growth.

2011 ALUMNI PHILANTHROPIC RESULTS

<table>
<thead>
<tr>
<th>VCA</th>
<th>MCM</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of donors</td>
<td>3</td>
<td>33</td>
</tr>
<tr>
<td>Total income received through donations</td>
<td>$562.50</td>
<td>$4147.50</td>
</tr>
</tbody>
</table>
MARKETING

The marketing team consisting of the Marketing Manager and Marketing Officer, develops and implements the marketing and recruitment strategy for both the VCA and MCM. This is done with close collaboration with the Student Centre, Schools, MARCOMS and the Office of Admissions.

INTERNATIONAL STRATEGY

We have a target to increase student load by 78% by 2015.

We are retargeting our recruitment activities back into countries where we currently or have previously received students from:

- Singapore
- China
- Malaysia
- Hong Kong

Our recruitment activities involved an integrated mix of recruitment fairs, paid promotion, developing agent relationships, master classes & workshops, PR & Media and feeder school development.

International experience for students is considered key for developing the artistic talents of our students.

Students have the option to go on exchange to the vast array of centrally organised partnerships including but not limited to the Universitas 21 agreements.

We are committed to creating other targeted discipline specific and tailored international experiences for our students.

We have commenced planning our first international travelling studio which we believe will become a template for further travelling studios for undergraduate students across all disciplines.

All linkages should be strategic and address elements of Pillars 1 and 2. All proposed agreements need to be approved by the Faculty International Committee.

CREATING AN INTERNATIONALLY ENGAGED FACULTY WITH MUTUALLY BENEFICIAL RELATIONSHIPS FOR:

OUR STUDENTS, OUR STAFF AND OUR PARTNERS.

INTERNATIONAL ENGAGEMENT: 3 PILLARS

RECRUITMENT

- We have a target to increase student load by 78% by 2015.
- We are retargeting our recruitment activities back into countries where we currently or have previously received students from.
- Singapore
- China
- Malaysia
- Hong Kong

Our recruitment activities involved an integrated mix of recruitment fairs, paid promotion, developing agent relationships, master classes & workshops, PR & Media and feeder school development.

EXPERIENCE

- International experience for students is considered key for developing the artistic talents of our students.
- Students have the option to go on exchange to the vast array of centrally organised partnerships including but not limited to the Universitas 21 agreements.

We are committed to creating other targeted discipline specific and tailored international experiences for our students.

We have commenced planning our first international travelling studio which we believe will become a template for further travelling studios for undergraduate students across all disciplines.

Having strategically developed programs aids us in the delivery and promotion.

PARTNERSHIPS

- International partners for formal agreements should be considered when preferably two or more of the following areas are addressed:
  - In a location which is serviced and gives student experiences that fit the faculty’s global aims and meet student’s expectations.
  - There are in general incoming international students from that country or region.
  - There is a history with the partner that has already delivered research or student / staff exchange outcomes.
  - There is a strong research in one of our disciplines; and there is an academic champion who will forge and foster the relationship.

All linkages should be strategic and address elements of Pillars 1 and 2.

All proposed agreements need to be approved by the Faculty International Committee.

Under RDM (Responsible Divisional Management) the responsibility for undergraduate recruitment sits with the Office of Admissions, though due to the types of programs offered by both VCA and MCM the faculty marketing team remains actively involved in developing strategy and also for paid promotion activities for the BFA and BMus.

A list of all the paid promotion undertaken in 2011 is available by visiting www.vcam.unimelb.edu.au/intranet/er.

Marketing also works closely with the Associate Dean International Jon Cattapan in the development and implementation of the faculty’s international strategy.
CASE STUDY: BE SOMEBODY

Awareness

With the launch of the new Bachelor of Fine Arts and the existing degrees no longer being offered, a promotional campaign was needed to ensure market penetration of the new degree. Coupled with the fact that academic board approval was going to be late and the degree was still being written we decided on a launch that would put the name Bachelor of Fine Arts top of mind.

As our best advocates are our alumni and knowing that they are proud and vocal of having studied at the VCA, it was decided to build our campaign on the success of our alumni and to show individual types of success. We consulted with the schools as to who would make positive brand ambassadors and who had had personal success.

The final list was:

Rohan Sforcina (Contemporary Music)
James Shannon (Dance)
Jonathan Auf Der Heide (Film and Television)
Jayde Kircher (Music Theatre)
Anna Cordingley (Production)
Elizabeth Debicki (Dramatic Art)
Ben Taranto (Fine Arts)

These alumni all graduated from our previous degrees, though this reinforced the fact that although we now offered a Bachelor of Fine Arts we still teach in all the same disciplines. We filmed each alumnus and asked them three questions:

Why did you choose to study at the VCA?
What was your time like at the VCA?
What have you been doing since you graduated?

A sample can be located here: http://vimeo.com/26253836
A campaign site was developed and the strategy developed to piggy back off of the University of Melbourne website www.unimelb.edu.au as the catalyst. We negotiated with MARCOMS to have a "home page buy out", as the VCA having the only advertising banner space on the homepage for a two week period. On click through the website became multimedia experience with our Alumnus Rohan Sforcina playing the drums, whilst to the beat the University website transitioned to the campaign website.

An early test of the transition can be viewed here (best with sound): www.youtube.com/watch?v=MENq0AuNBg

The campaign ran from 12 July to 27 July on the university homepage. As the campaign had a homepage buy out the campaign delivered 147,000 impressions and 24,037 video loads. The CPC was $14.70 and the campaign objective of "awareness" was achieved.

CAMPAIGN LEARNINGS

The campaign did not deliver an increase in enquiries through to our NEXUS queue. Better integration of NEXUS forms is needed for campaigns and our website in general to ensure capturing interest in programs for proper management through NEXUS.

This improvement has started in late 2011 and will flow into the first half of 2012.
PAID ADVERTISING PERFORMANCE
4 JULY - 28 SEPTEMBER (DURING MAIN ADVERTISING CAMPAIGNS)

<table>
<thead>
<tr>
<th></th>
<th>VCA</th>
<th>MCM</th>
</tr>
</thead>
<tbody>
<tr>
<td>All visits to</td>
<td>&gt;15%</td>
<td>&gt;6.8%</td>
</tr>
<tr>
<td>New visits to</td>
<td>&gt;23%</td>
<td>&gt;9.1%</td>
</tr>
</tbody>
</table>

VCA and Music had much higher offline advertising (such as Music Forum and the Master of Music (Performance Teaching) campaign compared to the higher online advertising for VCA (predominately SEM and Facebook). The difference between tracking offline versus online advertising accounts for the difference in VCA performance versus MCM.
FACEBOOK STATISTICS: VICTORIAN COLLEGE OF THE ARTS

MALE AGE GROUPS
- 5% 13 - 17 yrs
- 49% 18 - 24 yrs
- 28% 25 - 34 yrs
- 9% 35 - 44 yrs
- 6% 45 - 54 yrs
- 4% 55+ yrs

MALE FANS 43%

FEMALE AGE GROUPS
- 4% 13 - 17 yrs
- 45% 18 - 24 yrs
- 27% 25 - 34 yrs
- 11% 35 - 44 yrs
- 9% 45 - 54 yrs
- 3% 55+ yrs

FEMALE FANS 57%

BY COUNTRY
- AUSTRALIA 898
- UNITED STATES 9
- CANADA 7
- INDIA 6

BY LANGUAGE
- ENGLISH (USA) 164
- ENGLISH (UK) 150
- SPANISH UMBRELLA LOCALE 4
- INDONESIAN 4
- FRENCH 3
- GREEK 3

BY CITY
- MELBOURNE 742
- SYDNEY 39
- SUNBURY 11

FACEBOOK STATISTICS: MELBOURNE CONSERVATORIUM OF MUSIC

MALE AGE GROUPS
- 5% 13 - 17 yrs
- 34% 18 - 24 yrs
- 20% 25 - 34 yrs
- 15% 35 - 44 yrs
- 5% 45 - 54 yrs
- 2% 55+ yrs

MALE FANS 31%

FEMALE AGE GROUPS
- 3% 13 - 17 yrs
- 58% 18 - 24 yrs
- 22% 25 - 34 yrs
- 10% 35 - 44 yrs
- 4% 45 - 54 yrs
- 3% 55+ yrs

FEMALE FANS 69%

BY COUNTRY
- AUSTRALIA 162
- UNITED STATES 3
- UNITED KINGDOM 3

BY LANGUAGE
- ENGLISH (USA) 40
- ENGLISH (UK) 28
- ITALIAN 1
- RUSSIAN 1

BY CITY
- MELBOURNE 2
- SPANISH UMBRELLA LOCALE 1
- FRENCH 1

ITALY 2
The Marketing Officer supports the development and production of the Faculty’s recruitment and marketing activities. Under the direction of the Marketing Manager they work collaboratively with Student Centre advisors, key academics and course coordinators to deliver marketing campaigns, Faculty and course communications, publications and advertising.

CASE STUDY

Graduate Course Brochures
In 2011 for the first time the Faculty separately represented its two graduate schools in its printed course brochures. This decision allowed for the different identities of the two institutions to be represented more effectively to prospective students as well as offering more space to include comprehensive information about the institutions, their courses, application procedures and staff and student profiles. Both publications needed to be ready in time for Open Day on Sunday 21 August.

The development of both publications followed a similar process, however due to the introduction of the VCA’s new graduate programs its publication was the more demanding of the two to create. The MCM’s brochure was developed primarily in consultation with the MCM’s Chair of Graduate Studies, Professor Cathy Falk and the Academic Programs Manager Andrew Hall. The VCA’s required input and approval from the Director of Curriculum Development Associate Professor Marion Campbell, Graduate Research Coordinator Dr Barb Bolt, the Heads of School, Course Coordinators, and the Admissions Coordinator Jane Berkley.

Stage One - Planning
- Confirm the programs to be offered in 2012
- Develop a draft layout with key staff including course information, uniform headings and admissions information
- Confirm and communicate publication timeline with printers, designers and staff contributors

Stage Two - Developing Content
- Identify and edit existing content for continuing programs
- Using documents submitted to Academic Board, develop suitable content for new programs
- Identify and contact students and staff to be profiled in publication
- Select images

Stage Three - Proofing
- Check designer proofs, seek feedback from course coordinators
- Develop final proof and finalise sign off from relevant staff members

Stage Four - Printing and Distribution
- Arrange printer’s quote, payment and delivery of brochures
- Distribute materials internally to the Student Centre, Schools, Course Coordinators, Office of Admissions and international agents.

KEY PROJECTS

Campus Tours
The VCA offers groups from Melbourne, regional Victoria, interstate and overseas, tours of the Southbank campus and its facilities. Tours take approximately one hour to complete and involve visiting the studio and performance spaces, library, grounds and viewing of a student film in the School of Film and Television or exhibition in the Margaret Lawrence Gallery. Students are of high school age and depending on their interests and year level will ask questions about studying at the VCA and also university in general. This year External Relations has accommodated all tour requests, therefore between February and December almost 40 school groups numbering over 600 students were shown around the Southbank campus. Tours of the Parkville campus are managed by the Office of Admissions, occasionally a graduate music student will be shown over the Conservatorium on request.

2011 CAMPUS TOURS STATISTICS

TOTAL TOURS 219
LOCAL VISITS 15
INTERSTATE VISITS 14
INTERNATIONAL VISITS 7
TOTAL PEOPLE 616

JAN/FEB MAR APR MAY JUN JUL AUG SEPT OCT NOV/DEC
12 11 64 135 64 219 103
Faculty Undergraduate Brochures
The undergraduate course brochure is developed in consultation with the Office of Admissions, Director of Curriculum Development Associate Professor Marion Campbell, the Directors, Heads of School, Course Coordinators and Student Centre staff. Unlike the graduate course brochures the Bachelor of Fine Arts and Bachelor of Music are published in the same brochure following a template and structure dictated by the Office of Admissions. This year due to the launch of the new BFA and its subsequent approval process the publication was delayed until early June in time for the key undergraduate recruitment event Focus On. In 2012, the aim is to have the undergraduate marketing collateral completed by Easter in order to coincide with undergraduate recruitment activities From May-August.

Images for Publications, Advertising and the Website
As demand for strong images to represent the Faculty in marketing collateral, the media, advertising and social media increases, better processes for collating, storing, accessing and filling images were needed as well as a streamlined process for collecting photo consent forms. To respond to these needs, more cost effective photography options were identified including having ER team members use the SLR camera and hiring FOTOholics Services (a group of UoM students who photograph events and performances) as a cheaper alternative to a professional photographer. While also still having important performances and events photographed by our selected professional photographers.

Undergraduate Recruitment Events
The major undergraduate recruitment events in 2011 included:

- Access All Areas- April, July and September
- Focus on Music- 8 June
- Focus on VCA- 30 June
- Open Day- 21 August

The ‘Focus On’ series of events is growing to become the Faculty’s second largest recruitment event after Open Day. For the first time in 2011 the Faculty hosted and promoted separate events for the BMus and BFA in June, in particular the VCA event in particular was the first time that the Faculty had marketed its new undergraduate program. Through increased promotion of the event by the Office of Admissions and the Faculty’s Marketing team there were higher numbers of attendees at both events, particularly the VCA which was at capacity.

NEW PROJECTS

Schools’ Engagement
One of the most effective ways to excite and engage prospective undergraduate students is to invite them to attend a performance, workshop or visit the campus. In 2011 the Marketing team began working with the VCA and MCM to promote their public workshops and performance programs to a younger audience.

Marketing has worked with the MCM’s Music Engagement Coordinator Anastasia Russell-Head and Concerts Coordinator Tim Kennedy to develop the Youth Program February-July 2012 publication. It includes upcoming concerts and workshops suitable for high school students to attend. This publication is being distributed widely to Victorian and interstate high schools’ music departments in January 2012 with the hope that it will encourage more schools to visit the MCM on a regular basis.

For the VCA, the Marketing team worked with Associate Professor Jenny Kinder and Projects Officer Bianca Durrant to promote a special Schools Matinee Performance of the Graduate Dance Season in November to VCE Dance teachers in Victoria. They also worked with the School of Performing Arts’ Coordinator of Non-Award Programs, Loraine Little to publicise a set of workshops for school groups to book by sending an e-flyer to teachers and developing a new page on the website. It is hoped that in 2012 the momentum for a VCA youth program will continue and a published brochure will be developed that incorporates all the Schools’ workshops and upcoming performances.

FOCUS ON ATTENDANCES 2010 - 2011

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOCUS ON VCAM</td>
<td>183</td>
<td>N/A</td>
</tr>
<tr>
<td>FOCUS ON MCM</td>
<td>N/A</td>
<td>156</td>
</tr>
<tr>
<td>FOCUS ON VCA</td>
<td>N/A</td>
<td>246</td>
</tr>
<tr>
<td>TOTAL</td>
<td>183</td>
<td>366</td>
</tr>
</tbody>
</table>

GRADUATE RECRUITMENT EVENT ATTENDANCES, 2011

<table>
<thead>
<tr>
<th>EVENTS</th>
<th>MONTH</th>
<th>ATTENDANCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FILM &amp; TELEVISION GRADUATE COURSE</td>
<td>August</td>
<td>64</td>
</tr>
<tr>
<td>INFORMATION EVENINGS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MASTER OF MUSIC (PERFORMANCE TEACHING)</td>
<td>October</td>
<td>118</td>
</tr>
<tr>
<td>VCA WRITING GRADFORUM</td>
<td>October</td>
<td>22</td>
</tr>
<tr>
<td>VCA ART GRADFORUM</td>
<td>October</td>
<td>40</td>
</tr>
<tr>
<td>COMMUNITY CULTURAL DEVELOPMENT, PROFESSIONAL DEVELOPMENT &amp; INFORMATION SESSION</td>
<td>November</td>
<td>32</td>
</tr>
</tbody>
</table>

What happens in an audition and what lecturers are looking for during the selection process are the most common questions asked at recruitment events such as Open Day. To help prospective students, particularly those from overseas or interstate who can’t speak to lecturers easily, the Marketing Team and Projects Coordinator worked with lecturers to develop the ‘how-to-apply’ series of webclips. These are presented by teaching staff and outline what happens during the selection process, they were posted on YouTube and on the course websites and have received a number of views and positive feedback from students.

Graduate Recruitment Events
The delayed launch of a number of new or revised graduate coursework programs across the Faculty in August 2011 meant that the courses needed to be quickly promoted to new audiences before the Faculty’s early application closing dates. It was decided that the best method of promoting graduate programs was through on-campus evening or weekend information sessions presented by teaching staff followed by the opportunity to network over refreshments. The following events were held in the later part of 2011:

The promotion of some of the events tied in with the University of Melbourne's Next Steps graduate study month in October which aims to promote courses to the University's undergraduate student cohort. All events had higher than expected attendance numbers and it is intended for the initiative to be expanded in 2012.
COMMUNICATIONS COORDINATOR

Responsible for coordinating the Faculty of the Victorian College of the Arts and Melbourne Conservatorium of Music’s communication based activity, around 60% of time is focused on digital and traditional media profiling, online communications including e-newsletters and e-flyers, the website ‘News’ centre, social media (including Facebook and YouTube) as well as writing and producing material for special projects and ensuring the Faculty is well represented in University communication channels. Around 30% of time is allocated to website management, coordinating maintenance of the site and providing training and support for CMS across the faculty, with the remaining 10% spent on general administration, reporting and planning.

MEDIA COMMUNICATIONS

During 2011 thirty media releases, compared to fourteen in 2010, were distributed relating to the VCA & MCM across print, radio, TV and digital channels. These targeted our key markets including prospective local, national and international students and staff; current students and staff; alumni; the Arts community including institutions and future employers of graduates; the Arts public; donors and supporters; the university community; politicians; media and the general community.

The communications coordinator is responsible for researching and drafting the majority of these media releases, then coordinating the approval and distribution in liaison with pertinent external bodies (ie. Victorian Opera), UoM Media Unit, Heads of School, the Directors and the Dean. From July 2011, the communications coordinator worked closely with Medialink Productions in relation to key aspects of the Faculty’s MOU with Arts Victoria.


Traditional and Digital Media Reporting

The following statistics and information are sourced by the central UoM Media Office, using Media Monitors and Meltwater digital monitoring. See Graph 1.

The Faculty of VCA and MCM received 699 traditional media mentions in 2011, compared to 1,224 traditional media mentions in 2010 and 1,236 mentions in 2009. The dramatically larger number of mentions in 09/10 was due to the media coverage of the merger between the University’s Faculty of Music and the VCA – also reflected in the high number of negative stories in 2009. A large number of VCA&MCM positive stories focus on the achievements of its alumni.

The Faculty of VCA and MCM received 997 digital media mentions in 2011. Unfortunately a 2010 comparison cannot be made due to a change in the manner online syndicated stories are reported and monitored. See Graph 2.

The ‘News Centre’ section of the Faculty/VCA/MCM websites is managed by the communications coordinator, ensuring media mentions and media releases are regularly uploaded and student, staff and alumni profiles are researched and drafted. In 2011, 136 news stories were published, for example:
- From masterclass to the stage with Dame Kiri Te Kanawa
- Bianca Hester wins Melbourne Prize for Urban Sculpture
- Resonating Spaces: Sounding out MOA

The communications coordinator is responsible for pitching, drafting and coordinating submission of stories, profiles and listings about VCA&MCM initiatives, events, research and successes to university e-newsletters and communications channels including: Voice (The Age), Visions (UoM vodcast), UpClose (UoM podcast), MUSSE, Alumni e-News, MUM (Alumni magazine), Grad Study News, Future Students Online /Careers Update, Crossing the Ditch, Research Review, and Facebook.

Facebook is seen as an integral way in which we can reach and interact with our key stakeholders including alumni, prospective students, current students, staff and the broader arts industry. The “official” Facebook page for the Victorian College of the Arts was launched in July 2011 and currently has 935 likes. The “official” Facebook page for the Melbourne Conservatorium of Music was launched in December 2011 with a photo-tagging campaign around the Music Graduation. Following The University of Melbourne Social Media Guidelines, these pages are administered by the communications coordinator, the marketing and recruitment team and the MCM music engagement officer.

Since the beginning of 2011, all video content related to the VCA&MCM has been hosted on our YouTube channel: https://www.youtube.com/user/VCAandMusic1, 43 videos are hosted on the channel which has received 20,935 views over the course of 2011. The videos include promotional showcases, student work, “How to apply” recruitment videos and interviews with our Dean and Directors. In most cases these are then embedded on our website.

The communications coordinator manages and writes the VCA&MCM e-newsletter within the email marketing software called CreateSend, soliciting stories and content from staff, students and alumni, managing the e-newsletter database and integrating updates with Advance. They are also responsible for coordinating the design and implementation of e-flyer templates, providing support and training for users across the Faculty. See Table 4.

The average open rate for the e-newsletter in 2011 was 23% with a click-through rate of 26%. This open rate is standard in our sector, aiming to improve this in 2012, with the click-through considered high for electronic direct mail. This data will act as a benchmark comparison for 2012-2014. Graph 3 reflects all e-flyer campaigns sent over 2011. Any campaigns sent to less than 20 recipients have been deleted so as not to positively skew open rates. See www.vca-mcm.unimelb.edu.au/intranet/er for comprehensive report of campaign names, sent date, total recipients, open, clicks, unsubscribes and spam complaints.
E-FLYER CAMPAIGNS 2011

<table>
<thead>
<tr>
<th>NO. OF CAMPAIGNS</th>
<th>OPENS</th>
<th>CLICKS</th>
<th>BOUNCES</th>
<th>UNSUBSCRIPTIONS</th>
<th>SPAM COMPLAINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>JAN - JUNE</td>
<td>67</td>
<td>25.45%</td>
<td>10.83%</td>
<td>1.13%</td>
<td>0.05%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.05%</td>
<td></td>
<td>0.01%</td>
</tr>
<tr>
<td>JUL - DEC</td>
<td>92</td>
<td>28.87%</td>
<td>9.43%</td>
<td>1.68%</td>
<td>0.09%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>159</td>
<td>27.16%</td>
<td>10.13%</td>
<td>1.40%</td>
<td>0.07%</td>
</tr>
</tbody>
</table>

GOOGLE ANALYTICS’ VISITOR OVERVIEW FOR THE PERIOD 1 APRIL 2011 – 1 JANUARY 2012

<table>
<thead>
<tr>
<th>VCA.UNIMELB</th>
<th>CONSERVATORIUM.UNIMELB</th>
<th>VCAM.UNIMELB</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIQUE VISTORS</td>
<td>132,520</td>
<td>47,277</td>
</tr>
<tr>
<td>VISITS TO THE SITE</td>
<td>258,232</td>
<td>91,823</td>
</tr>
<tr>
<td>PAGES/ VISIT</td>
<td>3.97</td>
<td>3.74</td>
</tr>
</tbody>
</table>

WEBSITE MANAGEMENT

During the first three months of 2011, the merged VCAM website was dissected in order to reflect the new faculty structure in three independent sub-domains: vca, conservatorium and vcam (now vca-mcm). These three new sites were launched at the beginning of April at which point the decision was also made to change our Internet Service Provider to ensure a faster, more consistent service. The communications coordinator oversees and maintains the faculty relationship with the ISP, liaises on support and maintenance issues across the three sites with ITS, the Content Management System (CMS) provider, Mecca Medialight, and provides technical support and training for CMS users.

Website content responsibility protocols [see www.vca-mcm.unimelb.edu.au/intranet/er] were put in place by the communications coordinator, handing over responsibility for content upkeep to the different VCA/MCM/Faculty departments. However, much technical, content editing and publishing support is still required. The roll-out of the BFA content and VCA graduate programs was a major project mid-year.

Web content accessibility standards are maintained in conjunction with ITS and during 2012 we’d like to be able to coordinate website usability testing, better Search Engine Optimisation and move across to the new UoM web templates.

At the end of 2011 the faculty name change required new DNS registration, changing of the configuration files so that all links are written as vca-mcm, global header updates, page and tag title updates and a ‘find and replace’ of all text references.

NB: No prior comparative data exists for these sub-domains as they were newly generated in 2011, the purpose of this data is to act as a benchmark to assess future development of the three sites from 2012 – 2014.

ABOVE: 2011 Graduate Exhibition feature in ABC Arts online
The role of Trusts and Scholarships Coordinator oversees the donor communication, advertisement, administration, reporting and disbursement of all scholarships offered at the Faculty. The role liaises with academics, students, and Faculty and University professional staff to ensure the most effective management of Faculty-based student support and reward.

APPLICATIONS PROCESSED 1003
STUDENTS ASSISTED 287
AVERAGE DISBURSEMENT PER STUDENT $4,141.47
PAYMENTS PROCESSED 350
TOTAL VALUE OF DISBURSEMENTS $1,275,431.58

2011 STATISTICS

IMPROVEMENTS MADE IN 2011

**Formstack online forms**
In order to minimise environmental impact and to maximise efficiency, research was undertaken to source an online web form builder, allowing student applications to be collected online and forwarded to selection panels electronically. These forms are modifiable for the parameters of each scholarship, and data can also be extracted to an excel spreadsheet and imported into the Filemaker scholarships database. This process has virtually eradicated the need for manual data entry, which was a serious impediment to time efficiency when scholarship applications were hand written or submitted in Word or PDF format.

**Budget submissions**
Internal evaluation of the budget component of scholarship applications was previously very time consuming. A formula template was created to apply to the data extracted from Formstack, which has improved the process. It is anticipated that in 2012 this formula will be written into the back end of the online applications, allowing for instant ranking of budgets for selection panels.

**Database**
A database was created in July 2010 for all Faculty Scholarships, collating information about:
- eligibility requirements
- trust terms
- number to be awarded
- Themis codes
- applicant information
- NAI
- value awarded
- donor details
- schedule for opening, closing and administration of trust/donation
- checklist for award payments/agreements to scholarship terms
- approval processes
- calendar for action to be taken

This database is constantly updated with applicant information, and any notes pertaining to the administration of trusts, scholarships, awards, etc. It is a vital tool in the effective administration of the role, and requires ongoing fine tuning.

In 2012, it is hoped that new pages can be created allowing F05 and F06 forms to be created through the database, saving time completing mail merges and further minimising manual data entry.

**Website**
The creation of new websites for the Faculty, MCM and VCA necessitated a new web presence for scholarships. Pages were created and populated to address:
- a full list of scholarships
- currently available scholarships
- information for scholarship holders
- external scholarships available, that may be of interest to students
- frequently asked questions
- establishing a scholarship
- contact details

Currently in progress is a chart outlining all scholarships open for student application, including details regarding eligibility, approximate value and time of year the scholarship is open for application. This is anticipated to go live in January 2012.

**Student communication**
The process of better informing students about scholarships was a key performance indicator of the role in 2011. Students were notified about each round of scholarships through the following mediums:
- emails
- portal
- campus posters
- academic staff informed about timelines/application details/eligibility requirements
- faculty website

In 2012, the LMS will be added to the list of mediums used to advertise scholarships to students. While total figures for 2010 applications are not known, as the database was created in July 2010, it is estimated the number of applications rose by 15%.
New work
Prior to the hiring of a permanent Partnerships Coordinator, an audit was begun to chart the external partnerships and potential students as possible. This competition represents the best example of the varied and complex processes used in this role.

This competition also relied heavily on communication and between the Director of MCM, MCM Concerts Coordinator, the competition Committee, Trusts Group, and the University. To ensure the future potential of the Faculty was in line with Trusts Group and appropriate to task working with Trusts Group to amend terms of University Trust Regulations to:
- working with Trusts Group to amend terms of
- drawing financial reports from Themis, tabling at meeting, ensuring budgeting and allocation of funds was in line with Trusts Group and appropriate to task working with Trusts Group to amend terms of University Trust Regulations to:
- allowing Australian violinists not previously recipients to the competition, this competition represents the best example of the varied and complex processes used in this role.

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The Project Coordinator works as part of the External Relations team and is responsible for program planning, development and implementation of existing and new business initiatives, Faculty outreach programs and key recruitment and engagement activities.

**PROJECT COORDINATOR**

The Project Coordinator works as part of the External Relations team and is responsible for program planning, development and implementation of existing and new business initiatives, Faculty outreach programs and key recruitment and engagement activities.

### OBJECTIVES

<table>
<thead>
<tr>
<th>PROJECTS &amp; EVENTS</th>
<th>PERFORMANCE INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation Launch</td>
<td>Coordination and execution of Foundation Launch</td>
</tr>
<tr>
<td>Open Day</td>
<td>Coordination and execution of Open Day (including exclusive music program at Parkville)</td>
</tr>
<tr>
<td>Graduation</td>
<td>Coordination and execution of Graduation for VCA and MCM</td>
</tr>
<tr>
<td>Radio Tower</td>
<td>Coordination and implementation of Radio Tower including logistics and licenses</td>
</tr>
<tr>
<td>NGV 150 event</td>
<td>Coordination and execution of the VCA participation in the NGV 150th Celebrations</td>
</tr>
<tr>
<td>Other</td>
<td>Secondary event support such as the water bottle launch, two book launches (including filmed interview), two Friends of the VCA events, Premier’s Visit, recruitment events</td>
</tr>
</tbody>
</table>

### ARTISTS BOOKING SERVICE & CORPORATE EDUCATION

<table>
<thead>
<tr>
<th>ARTISTS BOOKING SERVICE &amp; CORPORATE EDUCATION</th>
<th>PERFORMANCE INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Artists Booking Service</td>
<td>Supervision of ABS</td>
</tr>
<tr>
<td>MBS/Simplot/ ARUP/ Deakin</td>
<td>Consultancy, development, coordination and administration of over 40 corporate bookings in 2011</td>
</tr>
</tbody>
</table>

### SPONSORSHIP MANAGEMENT & DEVELOPMENT

<table>
<thead>
<tr>
<th>SPONSORSHIP MANAGEMENT &amp; DEVELOPMENT</th>
<th>PERFORMANCE INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Simplot</td>
<td>Manage partnerships including invoices, reports, agreements, bookings and events (Simplot Gala)</td>
</tr>
<tr>
<td>Central Equity</td>
<td></td>
</tr>
<tr>
<td>DeBortoli</td>
<td></td>
</tr>
</tbody>
</table>

### ADVANCEMENT

<table>
<thead>
<tr>
<th>ADVANCEMENT</th>
<th>PERFORMANCE INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGV 150</td>
<td>VCA Art/ Gallery School symposium (May) and Art School Reunion (November)</td>
</tr>
<tr>
<td></td>
<td>Resonating Spaces Coordination and logistics of overseas research project for VCA Music.</td>
</tr>
<tr>
<td></td>
<td>Meet Melbourne Outreach trip for MCM.</td>
</tr>
</tbody>
</table>

### WEB CLIPS & MEDIA SUPPORT

<table>
<thead>
<tr>
<th>WEB CLIPS &amp; MEDIA SUPPORT</th>
<th>PERFORMANCE INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination and production of promotion, instructional and profile web clips.</td>
<td>Production of three phases of web clips plus alumni clip for Foundation Launch (26 clips in total).</td>
</tr>
<tr>
<td>Filming</td>
<td>Accumulation of archive moving images, including the supply of images for MediaLink.</td>
</tr>
<tr>
<td>Photography</td>
<td>As required for website, publications (internal and external) and stakeholders.</td>
</tr>
</tbody>
</table>

### OTHER

<table>
<thead>
<tr>
<th>OTHER</th>
<th>PERFORMANCE INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Award</td>
<td>Coordination of four Contemporary Music non-award courses until May 2011 and Arts Access handover to Schools.</td>
</tr>
<tr>
<td>School Tours</td>
<td>Either assisted or undertook over 20 school and individual tours.</td>
</tr>
<tr>
<td>OH&amp;S</td>
<td>HSR for EMB (Hub)</td>
</tr>
</tbody>
</table>
PROJECT CASE STUDY: HOW TO APPLY

The brief for these webclips was to impart information to prospective students about our various undergraduate courses in a concise and personal manner. The webclips address three major elements/questions for each discipline: what the course is about, what the audition process is, and what the school is looking for in a prospective student?

The production process is broken into three parts: pre-production, production and post-production.

Pre-Production
The first part of the process in the production of these clips was research: looking at what other institutions had produced and determining what worked and what didn’t. The link below is an example from NIDA.

Meet Michael Scott-Mitchell, Head of Design NIDA

From this initial research we determined that the clips should be concise - no more that 5 minutes. The location where each clip is shot should represent something of the discipline. The sound needed to be clear and not confused – to this end I decided to shoot each clip in a 'locked-off' position in a location that would not be compromised by sound issues. The message needed to be clear and unambiguous: with this last point in mind, we decided to use titles cards that proposed the question answered by each representative. Furthermore, we wanted the clips to be almost conversational, so that the message was much more engaging for the viewer.

After each school/discipline nominated an academic that would be featured in the clip, a meeting was set up with each of them to answer any query and make sure that there was a consistent message and approach to each clip. Then a time was arranged to shoot the clips in conjunction with determining the most appropriate location for it.

Production
The filming was done in-house guerilla style: two crew (camera and sound) and one light (kino) shot at 50fps on a Sony Z1 DVCAM. Each clip took on average 90mins to set up, shoot and bump out – each shoot used approx. 20mins of footage. It must be noted that without the flexibility and support of the School of Film & Television in providing the equipment the production would have been much more problematic and expensive.

Post-Production
Using the teaching lab, the footage was digitised into Final Cut Pro for editing. Title cards were designed as well as titles and logos imported. Each clip went through approximately three edit drafts until the length and clarity of the message was acceptable to go online. Each clip took approximately four hours each to digitise, compile, edit and upload for online consumption.

Outcome
A total of 9 clips were produced covering the disciplines of Art, Bachelor of Music (MCM), Contemporary Music Performance, Interactive Composition, Film and Television, Music Theatre, Production, Theatre and Dance. Since their completion in August 2011, they have received over 5,000 views from individuals.

Below are the links of the webclips produced:

- Art
- Bachelor of Music
- Contemporary Music Performance
- Dance
- Film and Television
- Interactive Composition
- Music Theatre
- Production
- Theatre Practice
The External Relations Officer role was newly created in 2010, and was the merging of two previously existing part time roles. The position provides on-going administrative support to the areas of scholarships, marketing, recruitment, communications (online and print), events, stewardship and donor activities within External Relations and on behalf of the Faculty.

**EXTERNAL RELATIONS OFFICER**

**ADVANCEMENT ACTIVITIES**
- entity investigation and research
- mailing list consolidation and maintenance
- drafting communication to donors
- online database maintenance of all communication to friends and supporters: contact detail changes and additions, mailing lists, events and activities, correspondence, condolences, communication
- donor reporting and profiling
- coordinating annual Christmas Cards activities
- coordinating VIP invitations and RSVP’s for key School and Faculty events

**ADMINISTRATION SUPPORT**
- first port of call in answering and/or forwarding enquiries from vcam-er@unimelb.edu.au, the general Faculty email account and vcam-foundation@unimelb.edu.au
- coordinate the design, editing and print production of the VCAM semester calendar
- draft and edit event listings on external websites
- administration of financial payments and invoices
- donation receipting and correspondence
- office maintenance
- database management
- event listings for The Voice and UOM What’s On
- event listings for external websites
- coordination of The Age Tertiary subscriptions
- support to Schools and projects as directed

**ADDITIONAL WORK**
**GRAPHIC DESIGN SERVICES**
Graphic design services for print and online were incorporated into the role in 2011. Initially not included as part of this administrative support position, the External Relations Officer role has grown and has enabled the team to utilise existing design skills into activities around events, communications and marketing campaigns. A wide range of collateral for the Faculty’s advertising, marketing and communication campaigns are now designed at External Relations.

The process of design occurs in six stages. The time allocation of each depends to the task/project and the information supplied.
- Brand Guidelines
- Image Selection
- Layout
- Editing / further changes
- Prepress
- Printing
- Delivery

The benefits for having graphic design services within the team allows design collateral to be completed without delay, meet urgent and last minute deadlines, and has the benefits of avoiding the need for consultation and design meetings, which can be costly when using external sources.

Below are statistics showing how these extra services have provided savings and efficiency. Please note that costs are not inclusive of consultation and post-editorial changes fees that are generally charged.

**GRAPHIC DESIGN STATISTICS**

- **ESTIMATED HOURS**: 258+
- **TOTAL COLLATERAL DESIGNED**: 43
- **EXTERNAL FEES SAVED**: $29,025

**STANDARD INDUSTRY DESIGN FEES**
**MARCOMS** (Parkville Campus)
- $75 per hour / $90 per hour for edits post-layout

**Coop**
- $150 per hour / $90 per hour for edits post-layout

Mailing Lists
All development of Faculty mailing lists and database requests are performed centrally within this role. The process involves time, research, meticulous attention, on-going maintenance and consultation with School, Executive and the Advancement Office at Parkville. The time dedicated to mailing lists and database maintenance has increased considerably due to changes to organisational structure and leadership priorities and objectives. The mailing lists produced play a key role in events, fundraising, marketing, communication and community-building activities through targeted profiling and selection of mailing list members. Communication records and biographical profiles are also centrally maintained within this role.

There are two types of mailing lists which involve different processes:

1) New Mailing lists:
- investigation using material from internal and external sources. For example, past records off and online, records maintained within Schools, liaising with relevant staff
- draft lists developed through on-going consultation with Schools and key stakeholders
- data updated and qualified through checking with existing contact profiles on Advance and determining the new data that does not exist on Advance
- final list submitted for final approval by Schools/ Directors/Deans
- new data manually entered in Advance
- data submitted to Advancement for integration

2) Existing Mailing lists:
With any request for a mailing list for an event, this involves combining a variety of different lists in order to capture different key stakeholders.

Some of the core lists produced for events that extracted and combined include:
- Provost and Vice Chancellor
- Deans
- Deputy Vice-Chancellors
- Faculty General Managers
- General Managers
- Senior Executives
- Senior Vice Principal and Vice Principals
- Donors

The process of extracting an existing mailing list and combining include:
- extract existing individual mailing lists and save lists on Advance clipboard
- log into ORION (report management system) and access the clipboard
- extract list into Excel format
- merge lists and extract duplications, deceased entities, those no longer wishing to be contacted, and identifying individuals who are married/in a relationship that will need to be joined together etc.
- analyse the data – assess current addresses, relevancy to the activity/project, currency etc.
- identify new data that needs to be manually entered into Advance
- enter new data into Advance
- final analysis and consultation with key stakeholders and Schools
- obtain final approval
- format data and prepare for mail merging

Donation Reports and Receipting
Donation reports and lists of donors are also generated within this role. Donation reports are important in identifying key areas where donations have been received and the key financial supporters of particular scholarships and awards.

Lists of donors and contact details are also extracted from donation reports and can make up part of a final event/activity invite list.

The types of donation reports generated depends on the request made. They are reliant on the following factors:
- time and date range of the donation
- whether it is Schools, division and/or Faculty-wide
- gift area
- donation amount range

The process of extracting donation records involves using both the Advance database and ORION, much similar to generating mailing lists, except the difference in search parameters as listed above. The search parameters and data are more complex in a donation report due to changes to organisation structure, which in turn effects the account allocation codes and names. For instance, when searching for donations made to a particular award or scholarship, some donations have been allocated in the past to other account codes rather than the current one. A search for multiple account codes is required in order to achieve an accurate reading.

In 2011, a process was established to consolidate these accounts in order to make reportage as accurate as they can be. Old account records were merged with new account codes and working with the Finance Officers at Advancement, all records will be successfully merged by early 2012.

2011 DATA REQUESTS

<table>
<thead>
<tr>
<th></th>
<th>MAILING LISTS</th>
<th>DONATION LISTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>VCA</td>
<td>31</td>
<td>5</td>
</tr>
<tr>
<td>MCM</td>
<td>24</td>
<td>4</td>
</tr>
<tr>
<td>FACULTY</td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td>TOTAL</td>
<td>85</td>
<td>38</td>
</tr>
</tbody>
</table>

GRAPH 1: COLLATERAL DESIGN BREAKDOWN FOR 2011
The Artists Booking Service (ABS) represents students and alumni of the Faculty for paid performances at private and corporate events including weddings, cocktail functions, festivals including the Big Day Out and ongoing residencies. The service provides its artists with the opportunity to hone their performance, promotion and client liaison skills during study, whilst playing an important advocacy role for the Victorian College of the Arts and Melbourne Conservatorium of Music by showcasing our students to the broader community.

**ABS STATISTICS**

The Artists Booking Service has been showing steady growth over the past three years with 2011 turning over a total of $318,306 and ending the year with a small surplus after artist wages and other expenses.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$292,285</td>
</tr>
<tr>
<td>2010</td>
<td>$299,261</td>
</tr>
<tr>
<td>2011</td>
<td>$318,306</td>
</tr>
</tbody>
</table>

**ARTISTS**

This year the Artists Booking Service managed 190 performing artists with 93% of those registered receiving bookings. 28 new groups registered during the year and have been seeing the benefits with some receiving up to a significant 25 bookings within their first year. Further information about the spread of our artists can be seen below.
The ABS provides entertainment for a wide range of clients from event planners through to government bodies, educational institutions, arts organisations, venues and brides, with an approximate 50/50 split between private and corporate clients. In 2011 the ABS received a total of 347 standard bookings with an additional 260 RACV Residency bookings.

The targeted areas for growth in 2011 were as follows:
- Increase awareness and use of the Artists Booking Service within the University
- Develop 1 – 2 new residencies as a reliable and ongoing source of income

Action against both of these areas including presence at University events and direct marketing to potential clients insured a significant increase in the number of internal University bookings received by the service, as well as the addition of two new residencies with external organisations including the Arts Centre and The Big Group.

Some Clients and Events
- Big Day Out - Booked 2 x soul singers for full 5-city Australian Tour
- The Arts Centre - Booked musicians for the ensemble of touring production from NZ - Kia Ora Khalid
- Amati String Quartet performed for Princess Mary and Prince Frederik in November
- Secured High Tea Residency at Mural Hall, Myer with The Big Group
- Secured Cafe Vic (The Arts Centre) Sunday afternoon residency
- Secured 2 more years with the RACV City Club Monday - Friday lunchtime residency
- Provided string trios for all 24 University of Melbourne Graduation Ceremonies

The Artists Booking Service Coordinator looks after all booking administration for the artists, enabling them to focus on their performance.

A typical enquiry will include (but is not limited to) the following steps:

1. Receive booking enquiry via phone or email
2. Prepare and send performance proposal based on client's needs
3. Contact client's preferred artist to check availability
4. Send booking forms & agreement to client
5. Process client payment via credit card or invoice
6. Confirm booking with the artist
7. Process artist payment subsequent to the performance

The key priorities for the Artists Booking Service in 2011 were as follows:
1) Gain a better understanding of the current market
2) Raise awareness of the service
3) Better engage previous/current clients

In order to address Priority 1 the ABS Coordinator developed an online survey in collaboration with the University of Melbourne Marketing and Communications department in order to gain feedback on the quality of performances and service, as well as gain an insight into the demographics and behaviours of our clients. Take up for the survey was positive with a 48% response rate in the first quarter.

The key priorities for the Artists Booking Service in 2011 were as follows:
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3) Better engage previous/current clients

Client Survey

“It was very important to have a flawless performance for this event, and that is exactly what we got.”

“It was very important to have a flawless performance for this event, and that is exactly what we got.”

“I found the Artists Booking Service offered a professional service of a high standard. Response was always prompt whenever contact was made, and all issues were courteously dealt with. I would recommend the service to anyone.”

“I found the Artists Booking Service offered a professional service of a high standard. Response was always prompt whenever contact was made, and all issues were courteously dealt with. I would recommend the service to anyone.”
ADDITIONAL MAJOR ACTIVITIES/PROJECTS

Open Day Entertainment
This year the University of Melbourne Marketing and Communications department approached the Artists Booking Service Coordinator to develop a new Main Stage entertainment program for South Lawn at the Parkville campus. The Coordinator was required to research and approach appropriate acts from the VCA and MCM for performances on the day, develop an attractive schedule of acts within the budget, negotiate pay rates, arrange signing of the Artist Agreement and other University forms, brief acts on the performance and provide stage management assistance on the day. A copy of the final program may be viewed here at: [www.vca-mcm@unimelb.edu.au](http://www.vca-mcm@unimelb.edu.au)

In addition to the Main Stage event at Parkville, the Coordinator also arranged a range of musical performances around the VCA campus for the full day to keep visitors entertained.

Feedback from the Visitor Survey and Staff Survey indicated that the entertainment provided by the Artists Booking Service was well received, with visitors rating the overall entertainment and activities at 4.1 up from 3.8 from the previous year and staff rating Activities/Entertainment up to 18% from 8% from the previous year.

"Entertainment hub on South Lawn was a resounding success and should be continued"

"The entertainment precinct was excellent and a worthwhile addition to the program"

"A big thanks to everyone, especially Angela, for coordinating such a great musical experience for Open Day on South Lawn. All the performers were wonderful and you could hear it ringing out across the campus creating a wonderful atmosphere"

- Marcia Lewis, Director Marketing Services and Sponsorship

E-Payment Gateway
In November 2011 the Artists Booking Service Coordinator managed the introduction of the University of Melbourne’s E-Payment Gateway for use by the Faculty of the VCA and MCM. The process involved receiving training for the program, developing a framework and content for each page, coordinating training sessions for users of the gateway including Short Courses staff, and ensuring the smooth transition for staff using the gateway by providing ongoing assistance.


E-News
In order to maximise our clients’ strong behaviour of returning to the service again, the Artists Booking Service introduced a biannual e-news for previous clients from 2011 – 2010. The e-news was intended as a light read to remind clients of the service. The open rate for the email was high and three new bookings were made as a result.

Logo and Postcard
Findings from the customer survey indicated that the majority of ABS clients were either repeat clients or had heard of the service via word of mouth. Whilst it is encouraging that people are happy with the service, it raises concerns about awareness of the ABS within the wider community. In order to increase broader awareness the ABS engaged the skills of Sweet Creative to develop a new logo and postcard. The postcard was distributed to arts venues, cafes, bars and education institutions within the CBD and surrounding suburbs in addition to direct mail-outs to bridal shops.

Website
Feedback from the customer surveys also indicated that new clients had a difficult time finding the Artists Booking Service website. As one of the core communication methods for the service, ease of access to the website is paramount. The website was previously located in the “Public Programs” tab. In order to increase hits to the website from the Faculty, MCM and VCA homepages, a button has been introduced on the right-hand side of the screen.

The website itself requires regular updating as new artists register with the service, submit new images or demos or move from student to graduate rates. The website can be seen at: [http://www.vcam.unimelb.edu.au/abs](http://www.vcam.unimelb.edu.au/abs)

Profiles
Another major marketing tool for the service is the Artist Profiles. Once a client has contacted the ABS with their request, the Coordinator will forward a selection of profiles that complement the client’s needs. An example of the profiles may be viewed at: [http://www.vca-unimelb.edu.au/intranet/er](http://www.vca-unimelb.edu.au/intranet/er).

In February 2011, the Coordinator edited all Artist Profiles with new rates and details. As with the website, these profiles require regular upkeep as new artists join the service and details change.
The VCA School of Contemporary Music invites students in Years 10 – 12 to participate in our new Song Writing program. Students will be introduced to a range of concepts behind writing a great song, from lyrics to hooks and melodies, as well as touching on the business side of song writing through a series of guest lectures. Professional musicians will be on hand to help you explore your songs throughout the four days. On the final day there will be a public performance of your work for friends and family.

Location:
Victorian College of the Arts, 234 St Kilda Rd, Southbank

For more information, see www.futurestudents.unimelb.edu.au and www.gradexpo.unimelb.edu.au.