



ASIALINK ANNUAL REPORT 2004

Index

1.	Chapter One:	Overview	Page 1
2.	Chapter Two:	Program Descriptions	Page 4
3.	Chapter Three:	Financials	Page 8
4.	Chapter Four:	Actual Performance	Page 13
5.	Chapter Five :	Areas for Further Action 2005	Page 23

CHAPTER 1: OVERVIEW

Summary

2004 was a very significant year for Asialink. The Board identified that priority be given to lobbying for commitment from both parties to Australia Asia engagement. In addition the triennial funding agreement between the Myer foundation and the University of Melbourne ended on 30 June 2004 with considerable negotiations required to secure a new agreement at an increased level of commitment from both parties.

Asialink achieved a significant number of Key Performance Indicators set in the 2004 Strategic Plan. In particular Objective 1 (contributing to our position as the leading Australian Asia Centre) and Objective 2 (supporting the University of Melbourne's international standing) saw outstanding performances result in increased triennial funding (2004 – 2007) from the Myer Foundation and the University.

Asialink devoted significant attention to ensuring that both parties developed policies giving priority to Australia Asia engagement and included commitments to Asia education. Whilst the former objective was achieved, major funding for Asia education was Labor policy only. Modest increases in funding for the Asia Education Foundation have been secured and further approaches to the Prime Minister and Foreign Minister have been initiated in the lead up to the May 05 budget planning process to attempt to secure \$8.5m per annum for a program proposed by Asialink pre-election.

Program Highlights

a Corporate and Public Programs

Through three high profile events this year, Asialink has made a significant contribution to the national and regional policy dialogue on Australia's engagement with Asia:

- The '**Positioning Australia in the Region and on the Global Map**' **Expert Task Force** (May, Sydney) was convened by Asialink and the Faculty of Asian Studies at the ANU for the Australian Davos Connections 2004 Future Summit. The Task Force was charged with mapping out current thinking on Australia's complex external relations, identifying any obstacles to the development of these relationships and, most importantly, providing clear and concise policy options for addressing some of these impediments. The Task Forces' findings were presented before over 200 senior government, business and community leaders at the Summit and published as a part of its report of proceedings.
- The **2004 Asialink Conversations** (August, Malaysia) played an important and constructive role in the renewal of Australia-Malaysian relations. The closing dinner held in Kuala Lumpur featured a keynote address by the Malaysian Prime Minister, Dato' Seri Abdullah Ahmad Badawi and the Prime Minister's first interview with an Australian journalist. Both the Malaysian National News Agency and *The Australian* newspaper reported that Prime Minister Badawi's remarks at the dinner signalled "a new era in relations." The Conversations has quickly gained a reputation as one of

the region's leading second-track diplomacy forums aimed at strengthening Australia-ASEAN relations.

- **The National Forum: Australia's Engagement with Asia – A New Paradigm?** (August, Canberra) brought together nearly 90 senior political, business and community leaders to examine current issues and suggest additional strategies for advancing Australia's national interest in this dynamic region. The Forum featured major policy addresses by the Hon John Howard MP, Prime Minister of Australia and the Hon Kevin Rudd MP, Shadow Minister for Foreign Affairs, and helped to demonstrate the bipartisan support for effective and comprehensive **engagement** with Asia as a national priority.

b Education

- **Linking Latitudes Hanoi - Vietnam, Cambodia & Laos Conference and Fieldwork Program** was the AEF's third international education conference and attracted 300 Australian and 80 Vietnamese educators who participated in a 4 day conference in Hanoi and 13 pre and post field work programs in Viet Nam, Cambodia and Laos. Sixteen peak education organisations partnered the AEF in this program. The major sponsor of the conference was The University of Melbourne and significant media coverage (TV and print) was gained.
- The AEF strengthened its position in the Languages Other Than English learning area by securing two new national projects funded by the Australian Government: the **Endeavour Languages Fellowships** will send 120 Australian teachers of languages on 7 study tours per annum over 3 years to improve their language proficiency and update their contemporary knowledge of the language country; the **Asian Languages Professional Learning Program** will support new approaches to language learning for 400 teachers and schools across Australia.
- The **Report of the National Studies of Asia at a Crossroad Summit** (November 03, Canberra) was released in February 2004 and proved to be a valuable vehicle to advocate for studies of Asia to education sectors. Federal Minister Nelson increased the AEF grant by \$500,000 per annum in 2004/5 as a result of the report. The Report recommended a new annual national intergovernmental meeting to discuss studies of Asia and this was implemented by the Australian Government Department of Education, Science and Training in Canberra in August 2004.
- The **AEF Advisory Board increased by 50%** in 2004 and now includes representation from all core education stakeholders in Australia including all education sectors, parents, principals, teachers, Deans of Education and Asian Studies academics.

c Leadership and Community

- The Leadership retreat at ANU in Canberra was evaluated by program participants as a major highlight of the year, with the group having private audiences with both The Hon. Alexander Downer, Minister for Foreign Affairs and The Hon. Kevin Rudd, Opposition spokesperson for Foreign Affairs and the Ambassadors of China, Philippines and the Netherlands. The group also met with

senior academics, Canberra bureaucrats and Michelle Grattan, the Age newspaper's chief political correspondent.

- Asialink has formed a consortium with the University of Melbourne's Department of Psychiatry, School of Population Health, Centre of International Mental Health and St. Vincent's Mental Health Service, to launch a new Australian initiative, **Australia-Asia Mental Health (AAMH)**. AAMH is currently working with China, Korea, Malaysia and Japan to assist in the reform of the mental health systems in each of these countries.

d Arts

- 2004 sees the final year of a three year **Australia Japan Art Exhibitions Program** to initiate and tour seven exhibitions of contemporary Australian art and craft to key museum venues throughout Japan. Exhibitions of photography, porcelain, Aboriginal painting, installation, young people's art and art focused on sister cities have all been part of the program. A key feature has been the partnerships developed with major Japanese institutions who have supported the program organisationally, conceptually and financially. The funding support from the Japanese has easily doubled all funds raised by the Australian side.

- A new **Australia-Japan Dance Exchange Program** also focusing on the possibilities of working closely with Japan is planned to encourage dance practitioners from both countries to develop new and exciting projects together. Funding has been raised from both Federal and State governments in Australia and partnerships in Japan are developing

CHAPTER 2: PROGRAM DESCRIPTIONS

Below is a detailed description of this year's activities by program area.

1 CORPORATE AND PUBLIC PROGRAMS

Asialink's Business Briefings Series

Asialink's Business Briefings Series provide new insights into some of the key economic and political trends affecting our region. These programs provide an ideal opportunity for business leaders to exchange views with other key decision-making and experts about the impact of these issues on the strategic direction of Australian business and its relations with the world's fastest growing economies.

Asialink Conversations

The Asialink Conversations commenced in 2002 under the leadership of Asialink Patron Mr Baillieu Myer AC. The term "conversations" was chosen to suggest a very personal event, markedly different from the standard conference – a smaller, more intimate gathering designed to foster a frank and robust exchange of ideas and to build new networks and friendships. The Asialink Conversations have gained a reputation as one of the region's leading second-track diplomacy forums aimed at strengthening Australia-ASEAN relations. The 2002 Conversations were held at Lindenderry in Australia and the 2004 Conversations in Malaysia.

Davos Future Summit – Foreign Policy Taskforce

In March 2004, Asialink co-convened the *Positioning Australia in the Region and on the Global Map Task Force* for the Australian Davos Connections 2004 Future Summit. The Task Force was charged with mapping out current thinking on Australia's complex external relations, identify any obstacles to the development of these relationships and, most importantly, providing clear and concise policy options for addressing some of these impediments.

Managing Muslim-Christian Relations Colloquium

Concern about the evolving nature of Muslim-Christian relations in the new climate of international terrorism brought more than 60 leading religious, community and academic experts from throughout the Asia Pacific to formulate a series of educational policy options for promoting interfaith harmony and cooperation. The Colloquium was co-organised by Asialink MIALS, the Asian Law Centre, with the support of The University of Melbourne, AusAid, the Commonwealth Foundation and The Myer Foundation.

Melbourne Asia Policy Papers

The Melbourne Asia Policy papers is a series of non-partisan policy options papers which explore different aspects of Australia's current relations with the Asia Pacific Region. The papers aim to strengthen Australia's engagement with Asia through the publication and dissemination of a series of non-partisan policy option papers. Leading international scholars and experts are invited to present a closed-door, Chatham House rules workshop examining different aspects of Australia's current relations with the Asia Pacific region.

National Forum

'The National Forum: Australia's Engagement with Asia – A New Paradigm?' held at Old Parliament House in Canberra in August, brought together a gathering of political, business and community leaders to examine current issues and suggest additional strategies for advancing Australia's national interest in this dynamic region. In thinking about a new paradigm for Asian engagement, Forum participants acknowledged the complexity of the region and gave special consideration to the role of bilateralism and Track II endeavours.

SMAC Free Public Lecture Series

The SMAC Free Public Lecture Series provides expert analysis of issues affecting the Asian region and Australia's place in it. They provide opportunities for the wider community to be challenged by the visions of eminent Asian and Australian leaders and contribute to informed public discussion about the importance of Asia to Australia's future prosperity and stability. These programs are free and open to the general public and cover a rich range of issues relating to the diverse countries and cultures of Asia and may range in format from small and highly interactive roundtable seminars to large public forums and panel discussion.

2 EDUCATION

Access Asia Publications

These award winning materials for teachers and students are published by Curriculum Corporation as a program of the Asia Education Foundation. The series includes 60 print, CDROM and web resources which have won 17 national awards and sold over 80,000 copies. The AEF published 5 print materials for primary and secondary schools in 2004.

Access Asia School Networks

The AEF has a network of 30% of Australian schools committed to the development of programs on Asia in a partnership with each state and territory education department. Support is provided to schools through the local AEF Advisor.

Advocacy: National Studies of Asia Summit

The Summit occurred in Canberra in November 2003 as part of the AEF's evaluation cycle. 70 senior representatives of all education systems/jurisdictions considered the rationale for studies of Asia and its place in Australian curriculum. The Summit Report was released in 2004 and has provided a major vehicle of advocacy for studies of Asia.

Teacher Professional Learning

The AEF, through its state and territory advisors, conducts professional learning programs for teachers in each state and territory. At the national level the AEF manages the Asia EdNet electronic discussion group with 1,000 teacher subscribers; runs study tours to China, India and Korea in 2004 and teacher exchanges with India, Indonesia and Korea; national training programs for Access Asia texts and awareness raising programs for trainee teachers. The AEF partners education professional associations to support teacher professional learning

programs with their membership: the focus in 2004/5 is primary and secondary principals.

Linking Latitudes Hanoi – Vietnam, Cambodia & Laos

This 4 day conference and fieldtrip program was the AEF's third international conference and was conducted in April 2004 involving 300 Australian and 80 Vietnamese educators. The University of Melbourne was a major sponsor. Thirteen field trips to Vietnam, Cambodia and Laos occurred as part of the program.

Endeavour Languages Fellowship Program

The AEF manages this program funded by the Australian Government Department of Education, Science and Training. The program operates from 2003-2006 and involves approximately 120 languages teachers per annum participating in a two-week intensive language program and a one week cultural program to Japan, China, Vietnam, France, Germany, Italy, Greece, Chile and Italy.

Asian Languages Professional Learning Program

Funded by the Australian Government Department of Education, Science and Training, this national project involving 335 teachers focuses on improving languages teaching. The programme operates from July 2003 - June 2005

3 LEADERSHIP AND COMMUNITY

Asialink Leadership Program

Asialink Leadership Program operates annually in both Melbourne and Sydney with 20 emerging leaders from across all sectors in each city. Monthly workshops and dinners and an annual mid year retreat at the ANU build participants Asia of contemporary Asian societies and develop leadership skills to manage the complexity of Asia-Australia relationships. The program is managed by an advisory committee representing Asialink Board, program facilitators, alumni and current participants.

Australia-Asia Mental Health

Building on the Myer Foundation's Community Residency Program, this new Asialink program has formed a consortium with St. Vincent's Mental Health Service and partners at the University of Melbourne to assist in the reform of national mental health systems as they move from an institute based service to community mental health service delivery and promotion. Australia-Asia Mental Health (AAMH) is currently working with China, Korea, Japan Malaysia and Thailand and is supported by Janssen-Cilag, a Johnson & Johnson company.

4 ARTS

Arts Forum

The Annual Arts Forum is for arts practitioners in Australia who are interested in engaging with colleagues in Asia and ideas about regional arts development. Key speakers are invited from Asia and participation is by invitation. The focus is on engagement and practical outcomes. The 2004 forum *Floating Worlds, Crossing art forms and cultures in the Asia Pacific region*, has led to a number of initiatives currently being assessed by funding bodies.

Arts Residencies

Asialink Arts' oldest program, running since 1991, offers funding for around 35 arts practitioners per year from Australia – and some from Asian countries in Australia – to spend three or four months working with a host institution in an Asian country. Visual artists, craftspeople, performers, musicians, choreographers, directors, writers, and arts managers are all involved. New ideas, new colleagues and new opportunities are keenly sought in this program by people from around Australia.

Visual Art/craft Touring Exhibitions

Asialink tours at least three exhibitions of contemporary Australian art and craft to countries of Asia each year, under contract from the Department of Foreign Affairs and Trade. The variety, freshness and sophistication of the work draws large audiences at key venues throughout the region. A special three year program in Japan, in partnership with Japanese museums, has been very successful in raising awareness of contemporary Australian visual culture, enhancing professional partnerships and increased understanding.

Literature Tours

Asialink is in the third year of a program organising short tours of India, Japan, Korea and China for outstanding Australian writers. Wide audience access, through book fairs, conferences, school visits, media functions and general talks have led to heightened awareness of Australian literature, greater sales of our books and new publications in local languages and editions. Writers have included Peter Carey, Tim Flanagan, Tim Winton, Kate Grenville and Peter Goldsworthy.

Indonesian Internship Program

Asialink has managed a key program for three years funded by the Ford Foundation in Jakarta for three Indonesian arts managers to be hosted by Australian arts organizations, learning new processes, developing ideas and encouraging new professional partnerships.

Australia Japan Dance Network

Asialink has initiated a new program to encourage Australian and Japanese dance practitioners to develop new projects together. The program is focused on 2005 and 2006.

CHAPTER 3: FINANCIALS

Asialink Financial Board Report as at November 2004 Amendment

Asialink Secretariat

	Budget	Actual
<i>Income</i>		
The University of Melbourne	357,330.00	407,330.00
The Myer Foundation	325,000.00	125,000.00
Corporate Sponsorship/Membership	126,000.00	112,422.73
Miscellaneous	-	11,472.94
Donations	-	40,500.00
<i>Total Income</i>	808,330.00	696,725.67
<i>Expenditure</i>		
Salaries Expenditure	709,352.00	587,176.57
Non-Salaries Expenditure	123,000.00	57,202.63
<i>Total Expenditure</i>	832,352.00	644,379.20
Notional Cash Carried forward from previous year	211,410.00	211,410.00
<i>Total Available</i>	187,388.00	263,756.47
Staff LSS/Severance Provision		
<i>Total Available</i>		124,593.00

Asialink Corporate & Public Programs

	Budget	Actual
Melbourne Asia Policy Papers		
<i>Income</i>	9,500.00	11,000.00
<i>Expenditure</i>	9,500.00	10,448.33
Total Available	-	551.67
DAVOS		
<i>Income</i>	8,000.00	7,279.94
<i>Expenditure</i>	8,000.00	7,282.37
Total Available	-	(2.43)
National Forum		
<i>Income</i>	40,000.00	40,000.00
<i>Expenditure</i>	40,000.00	48,394.79
Total Available	-	(8,394.79)
Asialink Conversations		
<i>Income</i>	60,000.00	63,600.00
<i>Expenditure</i>	60,000.00	59,598.94
Total Available	-	4,001.06
Events & Seminars		
<i>Income</i>	10,000.00	18,679.26
<i>Expenditure</i>	10,000.00	17,437.20
Total Available	-	1,242.06
Memberships		
<i>Income</i>	20,000.00	15,487.27
<i>Expenditure</i>	10,000.00	5,465.28
Total Available	10,000.00	10,021.99
International Colloquium		
<i>Income</i>	20,000.00	23,430.30
<i>Expenditure</i>	70,000.00	56,533.96
Notional Cash Carried forward from previous year	52,720.26	52,720.26
Total Available	2,720.26	27,244.00

Asialink Corporate & Public Programs

	Budget	Actual
Leadership		
<i>Income</i>		
Levi Strauss Foundation	80,000.00	64,096.56
Participants Fees	120,000.00	131,190.00
Total Income	200,000.00	195,286.56
<i>Expenditure</i>		
Salary Expenditure	67,500.00	72,784.54
Non-salary Expenditure	149,194.00	132,063.41
Total Expenditure	216,694.00	204,847.95
Notional Cash Carried forward from previous year	9,194.00	9,194.00
Total Available	(7,500.00)	(367.39)
Health & Community		
<i>Income</i>		
The Myer Foundation	20,000.00	20,000.00
Miscellaneous	-	6,122.07
Total Income	20,000.00	26,122.07
<i>Expenditure</i>		
Salary Expenditure	22,000.00	12,472.70
Non-Salary Expenditure	17,000.00	27,612.67
Total Expenditure	39,000.00	40,085.37
Notional Cash Carried forward from previous year	38,277.61	38,277.61
Total Available	58,277.61	24,314.31
Medialink		
<i>Income</i>		
The Myer Foundation	16,000.00	16,000.00
Seameo	4,800.00	2,600.00
Total Income	20,800.00	18,600.00
<i>Expenditure</i>		
Salary Expenditure	30556.15	1,946.38
Non-Salary Expenditure	63500	60,801.53
Total Expenditure	94056.15	62,747.91
Notional Cash Carried forward from previous year	73,256.21	73,256.21
Total Available	94,056.21	29,108.30

Asia Education Foundation Programs

	Budget	Actual
Core		
<i>Income</i>	6,174,769.00	2,161,628.73
<i>Expenditure</i>	6,174,769.00	2,303,008.13
Notional Cash Carried forward from previous year	1,432,339.55	1,432,339.55
<i>Total available</i>	1,432,339.55	1,290,960.15

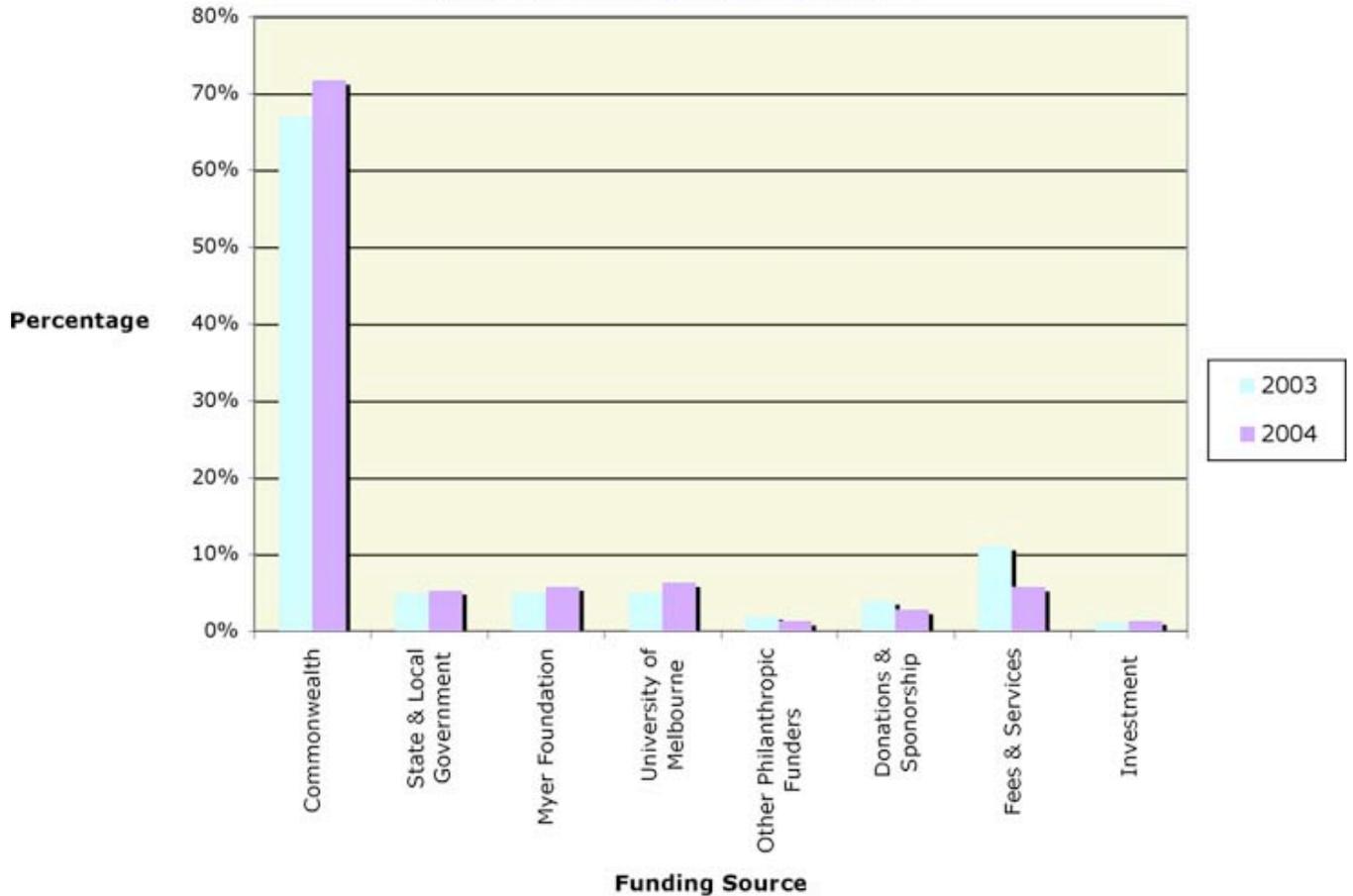
Arts Programs

	Budget	Actual
<i>Income</i>	1,064,662.29	1,587,257.22
<i>Expenditure</i>	1,500,098.00	1,156,217.48
Notional Cash Carried forward from previous year	668,656.71	717,956.71
<i>Total available</i>	233,221.00	1,148,996.45

The Asia Education Foundation and Arts Programs budgets are governed by contractual requirements and subject to the following variables:

- Project timelines may fall outside the calendar year
- Income received in the calendar year relates to other periods

Asialink Funding in 2003 & 2004



Notes:

Fees & Services - higher income in 2003 due to registration of Linking Latitudes Conference received in the period

Donations & Sponsorship - decrease due to internal resources devoted to government, Myer Foundation and The University of Melbourne funding

CHAPTER FOUR: ACTUAL PERFORMANCE

A STRATEGIC POSITIONING

1 Leading Australian Centre

Performance Indicator	Actual performance
At least one joint major program completed with each of Sydney and Canberra	✓ CPP Leadership Program and ADC Futures Summit Task Force/Sydney
One major project in Kuala Lumpur	✓ CPP Asialink Conversations Kuala Lumpur
Lead national Asia Forum via the establishment of major alliances	✓ CPP National Forum

2 Consolidate existing and create new strategic alliances

Performance Indicator	Actual performance
Deliver at least 2 joint activities with Myer Foundation/Cranlana Program	✓ CPP Conversations/National forum/Australia Asia Mental health
Deliver at least 15 joint programs to consolidate existing strategic partnerships	✓ CPP ADC - Futures Summit, ANU - National Forum, ACBC – China Update, AIBC - Murthy and AIBC and Lowy – Brumby
	✓ AEF Partnered 16 peak education bodies in Australia and Vietnam for Linking Latitudes Hanoi; Partnered Australian Principals Associations Professional Development Council to reach 350 principals through awareness raising workshops; expanded partnership with DEST to include the Quality Teaching Program initiative, Endeavour Language Fellowships and Asian Languages Professional Development Program
	✓ Leadership partnered ANU in delivery of Leadership Program

Performance Indicator	Actual performance
Deliver at least 15 joint programs to consolidate existing strategic partnerships (cont.)	✓ Arts National Gallery of Victoria, Japan Foundation, Tokyo– Living Together is Easy; New Media Board, Australia Council – Annual Arts Forum; Dance Board, Australia Council – Australia – Japan Dance Network; Hara Museum, Tokyo, Patricia Piccinini; ACMI: New Video Art from Australia
Deliver at least 3 joint programs to create new alliances	✓ CPP ACBC – China Update, AIBC - Murthy and AIBC and Lowy Institute - Brumby

	✓	AEF Established partnership with Australian Parents Council and Australian Association of State School Organizations to reach parents; Developed special edition of Australian Curriculum Studies Association quarterly magazine; Developed information brochures for Studies of Asia and Civics and Citizenship Education and Literacy areas
	✓	Leadership and Community built partnerships with St. Vincent's Mental Health Service and Janssen-Cilag (a Johnson & Johnson company) to deliver Malaysian and Korean mental health programs

3 Increase scope of programs across sectors

Performance Indicator	Actual performance	
4 new programs on fee for service and partnership basis with new program content	✓	CPP Muslim Christian Colloquium
	✓	AEF Pre-Service Teacher Educator Awareness Raising Strategy – NALSAS; Asian Languages Professional Learning Project, DEST, Budget \$1.2 million 03-05; 2004 Endeavour Languages Programme DEST, Budget \$1.0 million pa 03-06
	✓	Leadership and Community , Janssen-Cilag \$5,000 to support Malaysian mental health delegation's program in Melbourne.
	✓	Arts Australia Japan Dance Network

4 Add to the University of Melbourne's national and international standing

Performance Indicator	Actual performance	
Deliver at least 10 Public Programs jointly with MIALS	✓	CPP 60 events jointly hosted with MIALS in 2004
Generate at least 10 significant references to the University in the Asian press	✓	CPP 1 (Asialink Conversations, KL)
	✓	AEF 4 (Linking Latitudes Vietnam)
	✓	Leadership and Community 1 (television interview with Vice Chancellor and Asialink staff member, China)
	✓	Arts 10
Promote University academics/ students in at least 20 Asialink events/publications	✓	CPP 18 different academics promoted, 23 events in total
	✓	AEF 8 academics presented at Linking Latitudes; 10

	academics presented at teacher education programs; 2 academics featured as authors of Access Asia text, Australia Kaleidoscope
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Performance Indicator	Actual performance
Promote University academics/ students in at least 20 Asialink events/publications(cont).	✓ Leadership and Community UOM academics involved as facilitators and presents at Asialink leadership program workshops. Department of Medicine and Dentistry academics are presenters in all Asialink Community programs
	✓ Arts 2 Fine Arts academics featured through Photographica Australis, seen by 140,000 people. 1 Aust Centre Plenary Chair for Annual Arts Forum
Produce at least 2 publications promoting UoM Asian expertise and linkages	✓ AKU Drafted content – work in progress
Coordinate an annual promotion program for University Asia expertise using media, positioning events and the dissemination of reports, policy papers and advice to key stakeholders in Australia and overseas	✓ CPP – Melbourne Asia Policy papers distributed to Melbourne Update data base
	✓ AKU Annual promotion program position paper developed
	✓ AKU UniNews
Develop an interactive web based database of University best-practice Asia expertise and linkages [KK]	✓ AKU Worked with University Systems Project and MRIO to develop data collection vehicle to be implemented in January 2005
Identify 4-6 regional and national issues and implement related forums, public events, policy papers, consultancies, activity and information networks	✓ CPP Melbourne Asia Policy Papers
	✓ Leadership and Community Australia-Asia Mental Health provided week-long briefings for senior mental health delegations from China, Malaysia and Korea respectively
	✓ Arts Floating Worlds, Annual Arts Forum
Produce quarterly summary reports of emerging opportunities for the University participation in Asia-related national and regional, forums/ debates	✓ AKU Research undertaken –no market within University community

Performance Indicator	Actual performance
Produce quarterly summary reports of the Asia-related information, training and consultancy needs of business, government, and NGO sectors	✓ AKU Research undertaken –no market within University community
Develop Asia-inclusive pedagogies and curriculum at the University	✓ AKU Students from Asia: Issues in Teaching and Learning Report accepted by Council

5 Expand reach

Performance Indicator	Actual performance
Increase population reached by 10%	✓ CPP (37 events with audience over 100+, compared to 25 last year; 10 events with audience of 300+, compared to 7 last year; 48 different partnerships, compared to 28 last year; 125 total Media exposures, compared to 30 last year)
	✓ AEF new partnerships with Principals, Parents, Curriculum Councils, Teacher Educators, Curriculum organizations, Values Education have all expanded reach
	✓ Leadership and Community , new work with China will assist mental health leaders to reform entire mental health system for that country
	✓ Arts Photographica Australis: 140,000 audience in Thailand, Singapore, Bangladesh & Taiwan; Application rate for Performing Arts & Arts Management Residencies increased by 50% 2004

B CLIENT OUTCOMES

1 Create high quality focused programs

Performance Indicator	Actual performance	
Strategic Plans for program areas to be completed by Jan 2004	✓	AKU Completed
	✓	AEF Completed
	✓	Arts Completed
Plans to be reviewed annually	✓	CPP Undertaken
	✓	AEF Undertaken following national consultation March 04
	✓	Arts Undertaken

2 Develop closer links with the University

Performance Indicator	Actual performance	
Establish Asia Knowledge Unit and deliver strategic plan	✓	See A2

3 Deliver programs on time and on budget

Performance Indicator	Actual performance	
Identify systems to support continuous improvement	✓	Secretariat Successful migration to Themis financial system with improved reporting

4 Secure alliances that extend the reach of programs

Performance Indicator	Actual performance	
Each program centre to identify at least 1 alliance partner for all sub programs and projects	✓	CPP Lowy Institute, Australia-India Business Council, ANU – Faculty of Asian Studies, ISIS Malaysia
	✓	AEF Developed partnerships with 16 peak national teacher professional associations, the Asian Studies Association of Australia and Australian Volunteers Abroad
	✓	Leadership and Community ABC, St. Vincent's Mental Health, National Institute of Mental Health China
	✓	Arts Delivered

C FINANCIAL STANDING

1 Secure existing sources of revenue

Performance Indicator	Actual performance
Report in writing annually to sponsors	✓ Secretariat Delivered
Involve sponsors in 3 functions per year	✓ Secretariat Delivered
Visit to key Public Servants at least 10 times per year	✓ Secretariat DFAT, PM's staff, Treasurer's staff, Foreign Minister and Shadow Foreign Minister, Vic State Treasurer and key DIIRD staff
	✓ AEF Meetings held with Directors of Curriculum and Heads of Boards of Studies in each state/territory; regular meetings with DEST; met with Directors of bi lateral agencies, DFAT; Vic Minister Kosky
	✓ Leadership and Community , meetings held with DIIRD, Dept of Health and Human Services Victoria
	✓ Arts Arts ACT, Arts Tas, Arts SA, Arts Q, Arts NT, NSW Ministry for the Arts, Arts Vic all visited by arts staff
\$-nil percentage loss for any sponsor	✓ Secretariat Renewed GBST account at \$50K for 2005; Renewed existing Freehills and PWC accounts totalling \$55,000 plus in-kind support through hosting functions
Increase level of revenue by 10 percent	✓ Secretariat – core funding from Myer foundation and University increased by 60% for 2003-7
	✓ CPP increased project funding by 193%
	✓ AEF increased level of revenue by 240% inc: DEST increased core funding by 30% plus additional \$390,000 for publications; won Endeavour Fellowships tender \$1.0 mill p.a x 3 years; granted the Asian Languages Professional Learning Programme \$1.2 mill. 03-05.
	✓ Leadership no increase and Community new sponsorship from Janssen-Cilag \$10k
	✓ Arts Dance Program: \$80k p.a.; Australia Council increase of 50% to core funding of \$330,000 from previous \$220,000

2 Develop new sources of funds

Performance Indicator	Actual performance	
Two smaller corporate accounts between \$25k and \$75k per annum	x	Secretariat Extensive research conducted on over 60 organisations for Leadership Program Scholarship Fund sponsorship; Targeted sponsorship proposals totalling over \$665,400 sent out to 35 organisations. \$5 000 received to date
Increase by 5 percent number of donors giving less than \$10k	✓	Secretariat Re-introduced AXA as corporate member (lapsed since Sept 2002); Re-introduced DIIRD as corporate member (lapsed since April 2003); Janssen-Cilag recruited
At least \$10k increase in individual donors	✓	Secretariat \$12k increase

3 Maintain and expand Government funding

Performance Indicator	Actual performance	
One new department between \$25k and \$50k	x	Secretariat Not achieved but offset by substantial increases from existing source departments

4 Establish value of programs to donors

Performance Indicator	Actual performance	
Develop methodology	✓	Secretariat Meetings held with key sponsor representatives and joint sponsor meeting piloted
Chairman to Vice Chancellor	✓	Chairman Achieved
Exec director to Deans/Heads	✓	Secretariat Delivered by Vice Principal University Development and ED
Exec Director to CEO Myer Foundation	✓	Secretariat Achieved
Chairman/Exec Director to corporate sponsors	✓	Chairman/ED Achieved

D INTERNAL OPERATIONS

1 Develop active 'brand management' for Asialink as the leading national Asia related centre and as part of the UoM

Performance Indicator	Actual performance	
Media coverage of at least 5 (Melb), 3 (Sydney) and 2 (Canberra) events/ programs	✓	CPP (15 Melbourne, 1 Canberra, 1 Sydney)
Maintain and grow Leadership Program in Sydney	✓	Leadership & Community Leadership program maintained in Sydney with 20 participants
Deliver 1 major lecture in Sydney	x	CPP Not achieved. Premier Carr invited to deliver Dunlop lecture

2 Strengthen existing program centres

Performance Indicator	Actual performance	
Additional staff – Secretariat media/promotions	✓	Secretariat appointed x 60%
Asia Knowledge Unit (2)	✓	AKU Not required due to University decisions re elements of AKU Strategic plan pending
Health & Community (1)	✓	Health & Community 1 x 50%
Leadership (1 Syd, 1 Melb)	✓	Leadership 1 x 50%
Arts (1)	✓	Arts 1 x 50%

3 Enhance cross referrals and collaborative working between program centres

Performance Indicator	Actual performance	
Install common database systems linked with BSR by Dec 2004	✓	Secretariat Major new database system that collates all Asialink databases into one under development; will be complete by Feb 05
Single calendar of all events	x	Developed but not maintained effectively
Joint fund raising – 2 different programs at each pitch	x	Piloted but did not prove effective
Joint programs – 2 per year	✓	AEF & CCP Soul of Islam Series
	✓	AEF and Arts Australia Kaleidoscope collaboration

4 Further enhance new systems particularly information management and financial management

Performance Indicator	Actual performance	
New website implemented	✓	Secretariat Development phase (content) completed. Target date for launch May 05
Staff trained	✓	Secretariat Key staff to be trained in new content management system – May 05
Develop new financial reporting to Board based on Themis	✓	Secretariat Completed in draft form – awaiting Board response
Staff trained	✓	Secretariat Achieved

5 Enhance evaluation of programs to assess effectiveness

Performance Indicator	Actual performance	
Development of evaluation tool	✓	CPP Evaluation tool developed for Asialink seminars and lectures to ascertain levels of satisfaction and new areas for development
	✓	AEF Evaluation

E LEARNING AND GROWING TEAM

1 Continue to be a learning and personal growth environment for its people

Performance Indicator	Actual performance	
Annual performance reviews and personal development plans completed by Feb 2003	✓	Secretariat Completed

2 Enhance alliance management skills

Performance Indicator	Actual performance	
Continue to refine and develop Asialink system	✓	Secretariat Mentoring of staff below executive level

3 Enhance marketing and promotional skills

Performance Indicator	Actual performance	
New power point	✓	Executive Arts and Education completed

4 Ensure appropriate skills training and recognition program

Performance Indicator	Actual performance	
Professional development plans in place for all staff	x	Secretariat Not implemented at Executive team level due to workloads. In place below HEW 8 level

CHAPTER 5 : Areas for further action 2005

a Corporate and Public Programs

- **Strengthen and expand our corporate programming nationally:** Building on the success of our business briefings series in 2004 (which featured N.R. Narayana Murthy, the Hon John Brumby MP and others), deliver at least 5 high profile business programs in Melbourne and 2 in Sydney for 2005;
- **Expand our programming in Sydney** more generally through the development of effective partnerships with the Lowy Institute, the Australia-India Business Council, the Australia-China Business Council and other Sydney-based organisations; and
- Reduce the amount of staff time spent on Sidney Myer Asia Centre programs through the development of a **new venue hire policy** that limits Asialink's involvement in non-high-profile events while continuing to ensure that the Centre serves as a focal-point for Asia-related activities in Melbourne.

b Education

- **Advocacy/funding:** the studies of Asia remains in a vulnerable position post the cessation of NALSAS funding in 2002 with a funding decrease of around \$7m per annum to support studies of Asia change strategies and a lowering of the priority of studies of Asia in state and territory curriculum policies. New strategies are required to reach influential decision makers at both federal and state levels to secure additional funding for studies of Asia programs and increase the priority of studies of Asia.
- **Re invigorating the curriculum debate:** the studies of Asia strategy has been operating for 11 years and needs to be re articulated in line with new curriculum priorities. New opportunities exist to link studies of Asia with international education, new curriculum guidelines, new approaches to pedagogy, intercultural approaches to languages learning and an emphasis on developing Australian identity in schools
- **Global partnerships:** in 2001 the AEF established networks and undertook investigation of opportunities to partner organizations in the US, UK and Europe to promote the AEF's studies of Asia expertise and products. This was progressed in 2004 with links made to a US publisher. These networks and opportunities require greater investment in 2005 if they are to progress.

c Leadership and Community

- **Evaluation:** In 2005, the Leadership program will have been operating for over three years in its current format and ten years since the commencement of the Dunlop Leadership Program in 2005. Given the enormity of change since the program's inception, it is critical that the program be evaluated so that we can ensure that program design and content continues to address the needs of emerging Australian leaders across all sectors
- **Funding:** Around 35% of Leadership Program participants are from the Not for Profit sector. Since 2002, their participation has been made possible through the generous provision of full and part scholarships from the Levi Strauss Foundation. Changes in funding guidelines, has meant the Asialink Leadership Program is no longer eligible for consideration. To maintain the not for profit sector as

participants, new sponsorship and marketing strategies need to be developed and implemented to secure new major sponsors

d Arts

- **Global Focus:** The Arts Program plans to focus more attention and energy on developing links between the Australian/Asian region and the rest of world, particularly in Europe and America, with both the intention of new projects attracting new support for current regional projects and developing new projects between all partners.
- **Asia in Australia:** The Arts Program plans to develop a number of Asian arts projects to be shown in Australia, turning the emphasis from the almost totally export model current now. There is a dearth of important arts projects from Asia in Australia and it is a role – and a positioning – that Asialink can contribute to and benefit from.