



Murdoch
UNIVERSITY

Annual
Report
2006



Compliance

Statement of Compliance

The Hon. Mark McGowan
Minister for Education and Training
Level 21
197 St Georges Terrace
PERTH WA 6000

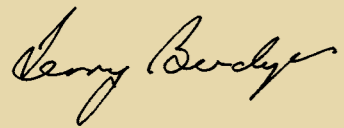
21 February 2007

Dear Minister,

In accordance with Section 66 of the Financial Administration and Audit Act 1985, we hereby submit for your information and presentation to Parliament the Annual Report of Murdoch University for the year ended 31 December 2006.

The Annual Report has been prepared in accordance with the provisions of the Financial Administration and Audit Act 1985.

Yours sincerely



T C Budge
Chancellor



J V Yovich, AM
Vice Chancellor



Contents

Contents

Chancellor's Report.....	2
Vice Chancellor's Report.....	4
Vision.....	6
Year in Review.....	8
Organisational Structure and Governance.....	26
Statement of Expenditure.....	29
Risk Management.....	30
Murdoch University Foundation.....	32



Battling the world's biggest health problem. A unique approach by a Murdoch University research team lead by Professor Simon Mallal is holding out the promise of preventing the spread of HIV-AIDS through the development of vaccines custom designed for regions around the world. (see page 21 for details)



Mr Terry Budge
Chancellor

There has been much debate across Australia about the critical role played by our educational institutions in guarding the future prosperity of the nation.

Established more than 30 years ago as Western Australia's second university, Murdoch has a richly deserved reputation for excellence in teaching, learning and research. I believe you will find as you read the Vice Chancellor's report, and throughout this document, these core areas of strength have been maintained and enhanced over the past year.

I am delighted to report that we achieved record results in research; a record number of students were enrolled and we were again recognised for our outstanding student-centred approach to teaching and learning.

The demand for university study can be counter-cyclical to the broader economy. In boom economic times, employment is high, wages are good and for some prospective students the choice to pursue higher education may be deferred. Western Australia is currently

experiencing such a boom, on the back of growth in the resources sector but encompassing all sectors of the economy. That Murdoch has been able to maintain and build its financial strength in such an environment is a significant achievement.

The University's financial result for the year was a surplus of \$6.4 million and we remain focussed on enhancing our financial strength in the year ahead – the ultimate aim always being to provide the best for our students, staff and the community as a whole.

There has been considerable change in the university sector in Australia, predominantly focused around the Commonwealth's Backing Australia's Future package. Within this context, during 2006 the Senate and Executive Team led by the Vice-Chancellor has devoted significant time and energy to defining how to best position the University in order to ensure continued sustainability and prosperity. Most notably this has resulted in development of a revised strategic plan and a new brand

identity, both of which will be finalised in early 2007.

The results of the past year reflect strongly on the skills and dedication of the University community and the executive team lead by Professor John Yovich, especially in setting direction for future growth and the ongoing realisation of Murdoch's mission to extend knowledge, stimulate learning and promote understanding for the benefit of the community.

The vibrant and broad success of this institution has been re-affirmed by the Australian Universities Quality Agency which conducted a quality audit during 2006 and awarded Murdoch University 13 commendations. In particular, it commended Murdoch for its strong institutional culture of identity, enthusiasm and commitment shared by students, by staff, and by external stakeholders. This is an excellent position from which to take the University forward into the future.

In closing, I would make special note of the retirement of my predecessor,

Emeritus Professor Geoffrey Bolton AM. Involved with Murdoch since its inception, Professor Bolton's contribution to the University has been enormous. I am delighted that even in "retirement" Geoffrey will maintain a scholarly link with the University community as he researches, writes and adds even more to his esteemed volumes of published work.

I commend this report to you all.

Mr Terry Budge
Chancellor

Vice Chancellor's Report



Professor John Yovich, AM
Vice Chancellor

Murdoch rightly prides itself on the quality and depth of its research efforts. In 2006 a record research income of over \$35 million was generated through nationally competitive grants, industry funding, grants from State and Commonwealth agencies and research consultancies. This was a 47 per cent increase over our 2005 income and resulted from increases across the University. Indeed, Murdoch achieved a five star rating for research intensity from the Good Universities Guide because of our per capita research performance. This puts Murdoch in the top eight universities nationally and reinforces our excellent research reputation.

Murdoch has always been strongly influential in the expansion of opportunities for university education in Western Australia. Our students come from a wide variety of backgrounds with many who come from low socio-economic areas, are the first in their family to attend university or who enter university through the myriad pathways beyond direct entry from high school.

They are drawn by the strength of our academic courses and the quality of the teaching and learning experience at Murdoch. In 2006 we attracted a record number of students, accommodated as a result of the growth in places received in 2005. Murdoch achieved a record high in 2006 for student load in all categories - undergraduate, postgraduate, international and Commonwealth-supported. Murdoch's total student load grew to more than 9,800 Equivalent Full Time Student Load, a 4 per cent increase over 2005. Importantly, Murdoch defied the trend nationally and saw an increase in the total number of onshore international students. In the context of the strength of the WA economy this growth was particularly noteworthy.

Opportunities for entry to Murdoch were expanded when the Murdoch Institute of Technology (MIT) was opened on the South Street campus. More than three quarters of the students undertaking the first semester preparatory course subsequently enrolled in University studies. In addition to the provision of alternative entry paths for a significant

cohort of students, MIT also helps expand the University's income streams.

The overwhelmingly positive perception by our students of their course and the teaching quality was again recognised in 2006 through success in the Learning and Teaching Performance Fund (LTPF) and the award, for the eleventh time in the last 12 years, of the top, five star rating for graduate satisfaction from the Good Universities Guide. Murdoch has been able to improve measures of student satisfaction, outcomes and success from already high levels as we implement better ways to engage students in learning. Importantly, graduate employment has increased at a rate above that of other institutions in WA.

Given the diversity of our student population, providing a supportive environment is critical in ensuring all students achieve their best. Areas such as assistance with study skills, support for students with disabilities and assistance with the transition to university culture exemplify Murdoch's sector-leading approach.

The ability of the University to build on its teaching and research strengths is dependent on sound commercial acumen and a decreasing reliance on Commonwealth support. Murdoch has been able to grow income generated outside standard government funding and to utilise the total funding pool more productively. Over the course of 2006, a new chart of accounts was developed and implemented; investment policy consolidated; and revised procurement procedures were put in place, to be supported by a strategic financial and forecasting model.

Maintenance and expansion of the University's infrastructure is critical to its ability to carry out its teaching and research roles. Since 2004 we have progressively replaced the asbestos roofing on the South Street campus and, in a sector-leading initiative, have worked on our maintenance backlog. It is the development of new facilities however, that helps lay the foundation for our future. Expansion of the nursing facilities at the Peel Campus, the Centre for Clinical Immunology and Biomedical

Statistics complex, a new tavern, and a building to house MIT are all underway or in the final stages of planning.

Bush Court has always been at the heart of Murdoch. A new tavern and retail and office space adjacent to the Sport and Recreation Centre were commenced in 2006. Together with the Learning Common, a 24/7 one-stop shop for student learning and services, this will reinvigorate Bush Court as the central hub of university life and help make students, staff, alumni and other visitors feel welcome and engaged.

Murdoch has a 30 year history as a comprehensive public university. The outstanding efforts of academic and administrative staff in 2006 have enabled Murdoch to significantly achieve the aims of our Strategic Plan and consolidate our reputation as a leader in research, teaching and learning, and innovation.

Professor John Yovich, AM
Vice Chancellor

VISION

Vision

mission

To extend knowledge, stimulate learning, and promote understanding, for the benefit of the community.

vision

Murdoch will be a prominent and influential research-intensive University in the local, national and global communities. It will be renowned for its teaching quality, research excellence and innovation, and promotion of social and scientific critique. Murdoch University will embrace cultural diversity and ensure an international perspective in its activities, incorporating principles of sustainability, social justice and global responsibility.

Murdoch University is a multi-campus institution. By engaging with communities in the sphere of influence of our campuses, Murdoch will be a significant contributor to cultural and community life and development in the region.

Through excellence and accessibility in the learning environment, student care and service provision, Murdoch, in partnership with the Guild of Students, will engender a vibrant and positive on-campus life. The University will also foster an expanding, active community of alumni.

Murdoch University will have increased financial reserves and more diverse sources of income as a result of an entrepreneurial outlook combined with prudent management that will ensure long-term independence.



Growth in student enrolments

In 2006 commencing onshore international student numbers increased by seven per cent, and overall student enrolments increased by four per cent. This led to a record number of 1,886 onshore international student enrolments at the University.

Through the AusAid program, Murdoch University became eligible to accept Australian Government sponsored scholarships students and in 2007 the University will welcome a new group of AusAid students.

The Prospective Students' Admissions Centre made a record number of offers for students to study at the University, particularly mid-year, where close to 1,000 undergraduate and 300 postgraduate places were offered. This resulted in an increase from 9,650 to 10,217 in the numbers of Commonwealth Grant Scheme student enrolments from 2005

to 2006 and from 980 to 1,053 domestic postgraduate coursework student enrolments over the same time period.

Offshore growth

Between 2005 and 2006 the total number of international student enrolments studying offshore rose by 13 per cent with a total of 805 student enrolments for offshore study. A key achievement with respect to the University's offshore activities was the facilitation of a new partnership with APMI Kaplan in Singapore and Hong Kong, which should see the number of offshore students enrolled at Murdoch University grow to over 1,000 in 2007.

Recognised excellence in teaching and research

Murdoch received strong recognition from the Australian Universities Quality Agency (AUQA) in a number of key aspects of its teaching and research operations.

The University received 13 commendations in the following broad areas:

- Strong teaching and learning and research performance.
- Commitment to enhance the student experience.
- The University's approach to curriculum development.
- Commitment to equity, social justice and engagement.
- A well developed approach to a whole-of-institution review.

The AUQA report endorsed the work in progress to further improve the quality of the University's operations. A comprehensive process to implement AUQA recommendations is in place.

Five star graduate satisfaction

Murdoch University once again achieved the top rating for graduate satisfaction from the Good Universities Guide 2007.

Genetic breakthrough. Scientists from around the world will need to review their most cherished notion that species are distinct entities after Murdoch University research revealed new diseases can emerge when microbial species swap genes. Molecular plant pathology Professor Richard Oliver spearheaded the southern hemisphere's biggest genome project, which was supported by the Grains Research and Development Corporation.





Murdoch wins three Fulbright Awards. Murdoch scholars shone the light for Western Australia in the prestigious annual Fulbright Awards. Professor Peter Newman, and graduates Jessica Evans and Lisa Richardson were the only Western Australian recipients.

Murdoch is the only university in Australia to achieve this honour for 11 out of the past 12 years. The independent guide, which is produced annually, compared 39 universities and 45 private providers.

Murdoch also received five stars for research intensiveness and teaching quality. The University achieved an above average rating (four stars) for indigenous participation, international enrolments, non-government earnings and student to staff ratios.

Learning Common

A Learning Common within the Library on the South Street campus will provide a “one-stop-shop” for students. It will be particularly targeted at first year students as they make the transition to university learning. Extensive resources and a mix of study facilities will provide a high quality physical learning environment for students. This project will be completed in the first half of 2007 utilising

funds awarded to Murdoch from the Government’s Learning and Teaching Performance Fund for 2006.

The high quality education that Murdoch University provides was highlighted yet again with the allocation of \$2 million to the University by the Department of Education, Science and Training from the Learning and Teaching Performance Fund. This fund rewards excellent teaching through a complex ranking system. Only 14 universities received funding in 2006.

National Recognition of Excellence in Teaching and Learning

Murdoch University ranks as one of Australia’s top teaching and learning universities. The University ranks fifth out of 38 universities on the basis of the average of the scores across four broad discipline groups used to determine the rankings and the allocations from the Federal Government’s 2007 Learning and

Teaching Performance Fund (LTPF). The University’s success in winning \$2 million from the LTPF for 2006 was followed by an award of \$3.3 million for 2007.

These LTPF allocations constitute a major endorsement of Murdoch’s commitment to providing an outstanding environment for teaching and learning.

The LTPF outcomes for 2007 show two Western Australian universities—including Murdoch—in the top five. These were the only WA universities in the top half of the rankings of the 38 universities.

Commitment to teaching and learning

A series of innovative study modules developed by Murdoch University that help time-poor adults hone their online study skills won an acclaimed Carrick Award for Australian University Learning and Teaching.

The Quick Skills modules, developed by Associate Professor Lorraine Marshall and

her team from the Teaching and Learning Centre, are designed to improve a student’s life and study management skills.

The Quick Skills modules each take two to three hours to complete and can be taken in any order or individually, according to student need and interest.

The modules are available online 24 hours a day, seven days a week.

As well as the award, staff at the University were awarded six Carrick Citations for enhancement of student learning in 2006.

Better resources to enhance learning

The online provision of library services and resources continues to be a major focus for the University. The national Rodski Survey, allowing comparison of service across university libraries, showed marked improvement for Murdoch in all areas.

The proportion of funding spent on e-resources has risen steadily over the past few years, with the bulk of the library collection budget now being spent on electronic resources, primarily electronic serials and reference works.

Moreover, additional acquisitions in indexing resources have significantly expanded our library capacity.

2006 saw the expansion of the Online Librarian, a collaborative project with Macquarie University Library. It aims to improve and expand the current text chat Online Librarian reference service so that it can be accessed more widely and for a greater spread of hours. This provides a better service to students and staff who may not have ready access to traditional referencing services, particularly for those in different time zones and locations.

The library is part of the Regional Universities Building Research Infrastructure Collaboratively digital repositories project. The project is

Year in Review

aimed at enabling regional universities to acquire digital repository software and the capacity to implement their own repository using the skills and know-how provided by the project staff. Murdoch is part of the Innovative Research Universities Australia (IRUA) membership of the project, managed through the University of Newcastle's library. During 2006 the project has been evaluating repository software and participating in an IRUA pilot project aimed at assessing the issues involved in providing digital access to selected research outputs for the purposes of the Research Quality Framework (RQF).

Building better options for students

Courses and units are constantly being examined for quality of experience and outcomes as well as financial viability. 2006 witnessed a large growth in offerings provided through partnering

arrangements both within Australia and internationally. This constant evolution of the course profile to meet the variety of needs through the Course Quality Index and other initiatives has become routine for the University. Approvals, implementation and quality improvement is proactive and responsive so that the University is better able to provide innovative and successful courses.

Improving postgraduate courses

During 2006 the University began a major initiative intended to further enhance the postgraduate coursework opportunities for our students. Planning to provide a tailored learning environment and innovative options has been preceded by a major overhaul in 2006 of our existing regulatory frameworks allowing a more responsive and unique suite of offerings. This foundation is

necessary in anticipation of major growth in this area in 2007 and 2008.

Murdoch Institute of Technology

The Office of Educational Partnerships completed its first full year of operation in 2006 and highlights included the establishment of the Murdoch Institute of Technology (MIT) and the Murdoch Language School (MLS) on the South Street campus.

Following on from the signing of an agreement between the Alexander Education Group and Murdoch University in August 2005 to establish a feeder college on the University's South Street campus, the Office of Educational Partnerships facilitated an implementation process which enabled MIT and MLS to commence operation in February 2006. Initial offerings included a foundation course with streams in Science, Business, Information Technology and Media. In



Deborah Robertson lectures in English and is a fine example of the quality of teaching staff at Murdoch. An acclaimed author, Ms Robertson has just published her second book, a novel called 'Careless'. Murdoch University has great strength in the arts and social sciences. Examples include the University's School of Journalism being placed in the Nation's top five in a survey of students and the success of Australia's first ever course in security and terrorism.

Year in Review

In addition, English Language preparation courses in General English and English for Academic Purposes were offered. The flow through of students from the Murdoch University Preparation Course in the first two trimesters of 2006 was particularly encouraging with 78 per cent of completing MIT students subsequently enrolling in second semester courses at Murdoch University.

Some 629 students participated in various MIT and MLS programs in 2006 providing a very strong basis for a productive year for both MIT and Murdoch University in 2007. Architectural and building plans were progressed and 2008 will see the establishment of purpose-built facilities for the feeder college on the South Street campus of the University.

Staying in touch

The University is keen to provide more opportunities for its alumni to maintain contact. A number of local, national and international events were organised for Murdoch's alumni. This included presentations in Western Australia by industry experts in fields such as career services and financial planning.

Career connect

In 2006, a new online service Career Connect was launched. This web based system provides up to date employment opportunities, forthcoming events such as careers fairs and industry networking events, as well as many other valuable career resources for Murdoch University students.

An Alumni Career Mentoring Program was also launched offering a rewarding opportunity for successful alumni to mentor final year Murdoch students. Through this program, alumni will develop

professional skills whilst students in their final year of University will receive career advice and gain positive career direction.

The program had a very successful start with 110 mentors including psychologists, engineers, teachers, lawyers and veterinarians registering on a voluntary basis to provide assistance to Murdoch final year students.

Residential services

Within the context of increased rentals and diminishing availability of local rental properties demand for the University's Residential Services in 2006 was particularly strong. Occupancy rates at the University's 530 bed on-campus facility peaked while off campus accommodation services received a record number of enquiries for assistance.

The Student Village held over 26 social functions for its residents in 2006, all of which were organised to encourage all residents to participate and interact. The

'fun' aspect of village life not only created communal identification but also allowed a wider sharing and greater understanding of the diverse cultures represented within the Murdoch community.

As 2006 came to a close, the University was exploring the option of partnering with a professional accommodation services company, which will provide enhanced services to on campus residents and will pave the way for refurbishment of existing facilities and increased on campus capacity.

Building financial strength

Murdoch University finished 2006 with a surplus of \$6.4 million. The University is committed to ensuring greater efficiency in the allocation and management of its resources.

With this in mind a number of significant review projects have begun to ensure better tracking of resource

allocation and financial management. Many of these projects will come to fruition in 2007 with the introduction of a new chart of accounts and revamped procurement systems.

University strategic plan

Planning and discussion towards the development of a new university strategic plan took place in 2006 and will be finalised in 2007. The University used external consultants to advise on best practice and instituted a comprehensive communications process with all key stakeholders. A draft copy of the proposed new strategic plan was presented to the Murdoch University Senate in November for preliminary discussion and ratification.



Students have voted Murdoch's School of Journalism among the top five in the nation. The annual graduate Careers Council of Australia survey placed Murdoch equal fourth in the country for student satisfaction. Associate Professor of Media Studies Gail Phillips is seen here in one of the School's radio studios.

Year in Review

Selling Murdoch to the world

The University has committed significant resources to a review of its corporate brand. This will come to fruition in 2007 with the launch of the University's new brand strategy aimed at highlighting the University's quality teaching, learning and research to potential students, industry partners and the community in general. Hand in hand with the launch of the new brand, is a significant investment in a range of new corporate communications designed to more effectively promote the University's product offerings into the undergraduate and postgraduate student markets. A critical component of the branding project will be a major upgrade of the University's websites and e-marketing capability.

Industrial relations

The University and employees negotiated new Collective Agreements effective from August 2006. An important aspect of the new agreements is the provision for staff to choose between employment under an Australian Workplace Agreement or the Collective Agreement. The new agreements comply with the Federal Government's Higher Education Workplace Reforms initiatives resulting in the University qualifying for additional funds in 2007.

Workplace injuries


The University experienced an increase in workers' compensation claims from 19 in 2005 to 39 claims in 2006. The increase in claims activity has been analysed and preventative training or other measures have been implemented where appropriate.

Performance development

We continue to streamline and improve the processes and systems used for Human Resource Management. One example of this is the implementation of a more user-friendly and applicable performance development and review process which has been complemented by an increase in staff development opportunities and a monthly orientation program for new staff.

Workplace productivity improvement

The University was successful in winning \$300,000 from the Government's Workplace Productivity Program to develop a Workplace Management System (WMS). The Office of Policy and Planning is collaborating with the Office of Human Resources and the Teaching and Learning Centre in linking the WMS to performance assessment and

A man in a dark suit and patterned tie stands in a control room. He is looking upwards and to the right. The room is filled with multiple computer monitors on a desk and wall. The lighting is dim, with blue and white tones from the screens.

Professor Duane Varan leads the Interactive Television Research Institute based at Murdoch University. The Institute is engaged in cutting-edge research for some of the world's largest broadcasting corporations, including leading US TV networks.

Year in Review

development. These integrated systems will help the University to improve its performance in teaching and research and maintain competitiveness.

Building for the future

The University is heavily focused on improving campus life and great energy is being directed towards a series of projects designed to improve facilities.

Of particular note is the ongoing implementation of a master plan for the South Street campus, which will see substantial expansion in building, transportation networks and services over the coming years. These will include planning for a new ring-road to improve access to the campus and plans to provide a direct link between the campus and the new Murdoch Train Station constructed as part of the Southern Suburbs Rail Line.

Other projects of note, which are either underway or in the planning phase, include;

- Major expansion of teaching facilities for nursing at the Peel campus in Mandurah.
- Murdoch Institute of Technology building.
- Centre for Clinical Immunology and Biomedical Statistics complex.
- Construction of a new tavern and entertainment facility.
- New Learning Common.
- Ongoing replacement of asbestos concrete roofing as well as a range of major landscaping activities.
- Laying of optic fibre to link the University's South Street, Peel and Rockingham campuses.

Research

Murdoch University consolidated its strong position in 2006 as one of Australia's top performing research

universities as evidenced by its increased allocation of government funding for research.

In 2006 Murdoch University ranked eighth nationally in research performance, normalised for institution size.¹ In the Melbourne Institute Index of the International Standing of Australian Universities 2005, Murdoch University ranked eleventh nationally for International Standing based on research components and normalised for institution size.²

Murdoch also achieved a record research income of \$35.9 million, a 47 per cent increase on 2005 research income. Research income per full time equivalent (FTE) research staff increased from \$66,000 in 2005 to \$96,000.

This positions Murdoch as the best

¹ Research performance as measured by the allocation of the RTS and IGS per research staff.
² <http://www.melbourneinstitute.com/publications/reports/MelbIndex.pdf>

Algae to biofuels? Algae could be a major alternative fuel in the future. Professor Steve Halls is investigating the feasibility of turning the algae that clogs rivers and estuaries and causes ecosystem pollution, into an energy alternative.



Year in Review

performing IRUA³ University on a per capita FTE income basis.

The following were key growth drivers for the year;

- The School of Biological Sciences research income grew 76.5 per cent.
- The School of Veterinary and Biomedical Sciences research income increased by 71 per cent.
- Environmental Sciences research income increased by 55 per cent.
- The Interactive Television Research Institute doubled its research income in 2006.
- The Marine and Fish Research Laboratories research contributed over \$1 million in research income to the University.

International recognition of research strength

In 2006 Murdoch's research performance has again been internationally recognised by the Shanghai Jiao Tong University which publishes⁴ a highly respected annual ranking table of the top 500 world universities. Having entered the top 500 list in 2004, Murdoch University has maintained continuous membership since.

Strength in training researchers

With over 800 research students in 2006, excellence in research training at Murdoch continued to be a priority. This involved supporting diversity, interdisciplinarity and research innovation. The University provides a large number of research scholarships to ensure quality and timely research. Murdoch supports research students

through the delivery of the Graduate Skill Training Program. This program seeks to equip our research candidates with a variety of skills for both research and future employment – thus enhancing their graduate attributes.

Research Quality Framework

The aim of the Research Quality Framework (RQF) initiative is improved assessment of the quality and impact of publicly funded research. Subsequently the intention is to use these measures to develop a new research block fund to replace the existing IGS and RTS⁵ schemes. The Minister for Education, Science and Training announced in November 2006 that Australia would embark on a RQF to decide block grant funding for Australian universities. It is anticipated that a national RQF scheme

will be adopted in 2008 and RQF funding will flow in 2009.

The research environment continued to become increasingly competitive in 2006 as the university sector prepared and planned for the new RQF. Murdoch University has adopted a considered approach to identify its best researchers and groups and is focussing on building critical mass in areas of existing research concentration. The University has also developed a research profile that encourages research across the spectrum from basic to applied and provides support for commercialisation of research. This diversified portfolio ensures that our competitive research income is spread across the four DEST categories and is therefore insulated from major funding changes in a single area.

HIV-AIDS research funding

Murdoch University's Centre for Clinical Immunology and Biomedical Statistics (CCIBS) Executive Director Professor Simon Mallal used last year's World AIDS Day to announce two new significant international research collaborations to assist its pioneering work. The recent collaboration with the international Centre for HIV-AIDS Vaccine Immunology (CHAVI) will see Professor Mallal and his team play a vital role in a seven year, \$300 million pioneering collaboration with American and European HIV-AIDS experts. Professor Mallal's group also received significant funding from the Bill and Melinda Gates Foundation as part of an international European collaborative project to develop an HIV vaccine using pox-virus 'carrier' proteins. CCIBS is a collaborative research centre between Murdoch University and Royal Perth Hospital, where it is currently based.



H heading for space. Murdoch University lecturer Katrina Lyon is one step closer to fulfilling a life-long ambition after spending a week at the US Space and Rocket Centre in Alabama. Katrina took part in a space camp for educators, designed to teach and inspire students about the wonders of the universe. (One day Katrina hopes to see first hand for herself).

³ IGS - Institutional Grant Scheme
⁵ RST - Research Training Scheme

⁴ <http://ed.sjtu.edu.cn/ranking.htm>

Year in Review

Agricultural Research WA

Murdoch University is playing a major part in the establishment of Agricultural Research WA (ARWA) – an integrated agricultural research institute to ensure Western Australian agricultural research and development provides leading edge technology for the industry and the environment.

The State Government committed \$28 million in the 2005-06 budget to develop the first phase of ARWA's facilities.

The formation of ARWA will lead to the largest integrated agricultural research facility in the southern hemisphere and one of the five largest centres of its type in the world. ARWA is an alliance between Murdoch University, Curtin University of Technology, the University of Western Australia and the Department of Agriculture and Food Western Australia.

In 2006 Murdoch, through ARWA, continued to support a number of key

agricultural research initiatives. These included the development of;

- ARWA Quality Grain Research initiatives.
- ARWA Livestock Research initiatives.

Collaborative research and development

Murdoch's long-standing and successful linkages with the public and private sectors have facilitated significant levels of business investment in research and development and the successful transfer of technology from Murdoch. The quality of Murdoch's research was demonstrated by the University attracting more than \$35 million in research income from industry and government sources.

The Hon. Julie Bishop, Minister for Education, Science and Training, launched the Ningaloo Collaboration Cluster in November 2006. The Cluster is a research partnership whose participants include Murdoch University, Curtin

University of Technology, the Sustainable Tourism Cooperative Research Centre, the University of Western Australia, Edith Cowan University, University of Queensland, The Australian National University and CSIRO's Wealth from Oceans National Research Flagship. The research programs will be supported by funds totalling \$12 million from the CSIRO Flagship Collaboration Fund.

The research collaborators will study the unique ecosystem of the Ningaloo Marine Park which stretches for some 300 kilometres along the northern coast of Western Australia and examine the options for sustainable tourism and development of the region.

Infrastructure for research

The National Collaborative Research Infrastructure Strategy (NCRIS) aims to bring greater strategic direction

A program lead by Psychology senior lecturer Corinne Reid is helping provide affordable counselling. Adults and children now have access to affordable and high quality counselling at Murdoch University's new training centre at Caladenia House in Cottesloe. The Godfrey Barrett-Lennard community-based centre provides a supportive environment for clients and offers real world training for Murdoch postgraduate students.



Year in Review

and coordination to national research infrastructure investments.

In 2006, all three of Murdoch's investment plans in the NCRIS capability area, Evolving Molecular Bioplatforms, were approved for funding, resulting in approximately \$12 million flowing to the University.

\$9.5 million of the NCRIS funding was awarded to the Centre for Comparative Genomics at Murdoch University to deliver leading edge bioinformatics infrastructure. This success will significantly increase Murdoch's capacity in biotechnology research.

Turning research into commercial opportunity

Murdoch has continued to develop best practice commercialisation processes. A partnership between Western Australia's premier private superannuation fund, Westscheme and Murdoch University, the Murdoch Westscheme Enterprise

partnership (MWEP), was established in 2003 it has now operated for three years to take technologies from the laboratory to the market through linkages with industry and venture capital partners. Westscheme has partnered with the University to make significant early stage capital available for the development of University-generated intellectual assets.

In 2006 MWEP continued to finance the development of a number of exciting and innovative research projects originating from Murdoch. These projects have been spun out of the University into corporate forms. These include;

- Diva Pty Ltd: An exogenous bio marker to differentiate infected from vaccinated animals. This technology is the first to effectively fill a critical gap in the WHO/FAO's Avian Influenza pandemic management strategy.
- CryptoGen Pty Ltd: The first reliable DNA-based diagnostic to rapidly, accurately and cost-

effectively identify human infectible *Cryptosporidium* micro-parasites in public water and clinical samples. It addresses a major, unmet global public health demand. This company was awarded Commercial Ready funding in 2006.

MurdochLINK

In 2006 MurdochLINK continued to perform well in developing the University's consulting capacity and delivered an end of year profit. This success is the result of coordinated marketing of Murdoch's research and consultancy capabilities and research facilities, at local, national and international levels.

Law lecturer Steve Shaw is an inspiration to his students. Driven by personal experience, which saw him start studying law well into middle age, he has assisted other students who thought a law degree was beyond their reach. He introduced a new pre-law night course which allows participants with a distinction level result to enter Murdoch's law program. He is also a mentor for indigenous students and runs the Koora Kudidj Pre Law Program.



Organisational Structure and Governance

Senate



Chancellor
Terry Budge
BEcon, FAICD, FAIBF, FAIM

Senate is comprised of 19 members. See list of Senate Members for the reporting period on page 28.

Executive



Vice Chancellor
Professor John Yovich AM
BSc, BVMS(Hons), DipLargeAnimalSurg, MS, PhD, Diplomate ACVS, MAICD



Deputy Vice Chancellor (Academic)
Professor Jan Thomas
BSc, BVMS, MVS, PhD, MACVSc, FAICD

- Library services
- Student learning support
- Academic staff development
- Student advice and assistance
- Quality management framework
- Academic planning and academic policies
- Student administration and services
- Student equity and social justice
- Postgraduate and professional education



Deputy Vice Chancellor (Corporate)
Mr Ian Callahan
BCom, CA, AFIN

- Financial services
- Commercial services
- Human resources management
- Occupational health and safety
- Information technology services
- Campus planning and property development
- Physical facilities and infrastructure management
- Equal employment opportunity
- Corporate communications and public relations
- Art collection management
- Fundraising and relationship management
- Murdoch University Foundation
- Administration



Deputy Vice Chancellor (Enterprise & International)
Professor Gary Martin
MEd, MACE, AITD

- Statistical reporting
- Strategic planning processes
- International relations
- International student recruitment, admissions and welfare
- Domestic recruitment and admissions
- Educational partnerships
- Residential services
- Alumni relations
- Careers service



Deputy Vice Chancellor (Research)
Professor Andris Stelbovics
BSc(Hons), PhD, FAIP

- Research policy
- Commercialisation of research and intellectual property
- Research degrees and scholarships administration
- Research grants management
- Central research funds management
- Ethics management

Sub-Committees

- Audit & Risk Management Committee
- Chancellor's Committee
- Environmental Committee
- Governance and Nominations Committee
- Honorary Awards and Ceremonial Committee
- Legislation Committee
- Resources Committee
- Summer Committee

Academic Council

- Academic Policy Committee
- Assessment Committee
- Equity and Social Justice Committee
- Student Appeals Committee
- Committee on University Entrance
- Academic Quality Audit Committee
- Research and Development Board
- Flexible Learning Implementation Committee

University Secretary & General Counsel

- Governance and University Secretariat
- Records Management and Archives
- Internal Audit and Risk Management
- Legal Services



Executive Dean Division of Arts
Professor Arnold Depickere
BA, DipEd, PgCert, MBA

- School of Business
- School of Education
- School of Information Technology
- School of Law
- School of Media Communication & Culture
- School of Social Sciences and Humanities
- Institute for Sustainability and Technology Policy
- Kulbardi Aboriginal Centre



Executive Dean Division of Health Sciences
Professor Jim Reynoldson
BSc(Hons), PhD

- School of Chiropractic
- School of Nursing
- School of Pharmacy
- School of Psychology
- School of Veterinary and Biomedical Sciences



Executive Dean Division of Science & Engineering
Professor Yianni Attikiouzel AM
FTSE, BSc, PhD, FIEEE, FIEAust, FIEE, CEng, CPEng

- School of Biological Sciences and Biotechnology
- School of Chemical and Mathematical Sciences
- School of Electrical, Energy and Process Engineering
- School of Environmental Science

Executive Deans have divisional responsibility for:

- Academic and administrative leadership operations and financial management

- Business and strategic development
- Student enabling programs
- Records management

Senate as at 31 December 2006

Members Ex Officio

Chancellor
Mr Terry Budge
BEcon, FAICD, FAIBF, FAIM
(to 28/11/2009)

Vice Chancellor
Professor John Yovich AM
BSc, BVMS(Hons),
DipLargeAnimalSurg, MS, PhD,
Diplomate ACVS, MAICD

Deputy Chancellor
Ms Alison Gaines
BA(Hons) *W.Aust.*, LLB, MA *Murd.*,
FAICD (to 22/07/2008)

Members Appointed by the Governor

Her Honour Judge Kate O'Brien
LLB(Hons), BJuris (to 20/06/2008)

Mr Garry Hunt
BBus, DipLGov, FLGMA, FAIM
(to 27/05/2007)

Mr Brian Aitken
(to 28/08/2008)

Members Elected by the Academic Staff

Professor Stuart Bradley
BSc, PhD (to 09/11/2008)

Dr Jim Macbeth
BCom, MA, PhD (to 28/10/2007)

Professor Nick Costa
BAGSc(Hons), PhD (to 23/10/2009)

Member Elected by non-academic staff

Mr Philip Hocking
BCom (to 20/04/2008)

Members Elected by and from amongst the students

Mr Gerry Georgatos
BA (Phil), BA (Media)
(to 31/12/2007)

Mr Lloyd Johnson
(to 31/12/2007)

Members Elected by Convocation

Ms Janice Bowra
BSc *Murd.*, MBA *Murd.*, MPH *Curtin*
(to 31/12/2008)

Ms Carolyn Jakobsen
BA, BA(Hons) (to 31/12/2006)

Members Co-opted by the Senate

Mr Tony Iannello
B.Comm, FCPA, SF Fin, FAICD
(to 24/05/2009)

Ms Shirley McPherson
(to 24/02/2009)

University Secretariat

The Secretariat team supports a wide range of University governance activities. This includes meeting the requirements for effective and efficient operation of Senate and its standing committees, Academic Council and its standing committees and working parties, and each of the incorporated entities in which the University has a controlling interest. Support is also provided for student appeal and disciplinary processes, as well as University elections. In addition, the Secretariat provides invaluable governance advice to the Chancellor and other members of Senate and Senior Executive.

Of note to the Secretariat in 2006, was the development of a secure electronic voting system with the assistance of the Information Technology Services team. The system has been adopted for all University staff and student elections. This is a significant initiative that will save considerable resources and staff time in future years.

More information on the activity of the Secretariat's activities and committee roles is available via the Murdoch website <http://www.murdoch.edu.au/vco/secretariat/>

Murdoch University subsidiary companies

The University Company Pty Ltd, ACN 009 171 386
Murdoch Investments Company Pty Ltd, ACN 105 212 422
Murdoch Ventures Pty Ltd, ACN 107431 069
Murdoch ILO Pty Ltd, ACN 107 431 050
MurdochLINK Pty Ltd, ACN 107 431 238
Murdoch Retirement Services Pty Ltd, ACN 090 027 044

Section 175 ZE of the Electoral Act 1907 requires the University to include a statement in the Annual Report setting out details of expenditure incurred by the University and certain classes of organisations.

The expenditure incurred by the University during the 2006 financial year was as follows:

The total amount of the expenditure was \$1,241,541.

Agencies and organisations are not named where the expenditure was less than \$2,000 for the year, but the expenditure has been included in the total figure.

The classes of organisation, the names of the organisations within the class and the total expenditure for the class was as follows.

	\$
(a) Advertising Agencies Meerkats	461,899
(b) Direct Mail Organisations Lasermail Pty Ltd	38,456
(c) Media Advertising Organisations Community Newspapers Group Ltd Marketforce Productions Media Decisions WA Price Advertising Starcom West Australian Newspapers	716,417
(d) Market Research Organisations Synovate	24,769

risk management

Risk Management

Risk Management

The University recognises the importance of risk management by having an appropriate policy and a dedicated Office of Internal Audit and Risk Management. The University recognises the need to obtain a reasonable balance between risk and reward. The Senate has endorsed Terms of Reference that require the Audit and Risk Management Committee to ensure that risk management issues are being adequately addressed within the University, covering financial, legal, ethical and reputational risks, and including the monitoring of risks associated with any legal action taken against the University. Management is ultimately responsible to the Senate for managing the University's risks by having adequate processes in place. The Audit and Risk Management Committee assists the Senate in monitoring the extent to which management discharges this responsibility.

The Audit and Risk Management Committee endorses the annual internal audit plan. This plan is risk based and

contains specific audit tasks to be undertaken by the Office of Internal Audit and Risk Management who report their audit results to the Audit and Risk Management Committee. This Committee produces an annual report to the Senate on the extent to which it has discharged its responsibilities contained in its Terms of Reference.

Risk management activity at the University is based on the methodology contained in the Australian Standard AS/NZS 4360 on risk management and is applied on an enterprise wide basis. This methodology assists each operational area of the University to produce their operational risk management plan and to review them on an annual basis. The University has also produced a strategic risk management plan that is subject to annual review. The extreme and high risks contained in these plans are recorded in a risk register that is reviewed at the quarterly meetings of the Audit and Risk Management Committee. The University aims to reduce these risks to lower levels.

Risk management is also applied at a project level.

The Office of Internal Audit and Risk Management is an independent office whose responsibilities for risk management include the provision of education and advice, and the co-ordination of, review of and reporting upon risk management activities.

During 2006, the Office of Internal Audit and Risk Management assisted in the production of risk management plans for the following areas:

- Post graduate programs.
- Capital works projects.
- Research centres.
- Strategic development.
- Proposed conferencing activity by the School of Chiropractic.

Records Management

During 2006 the Records Management and Archives section progressed the University's compliance with the requirements of the State Records Act 2000. This included development of an overarching recordkeeping policy that establishes a framework for best practice recordkeeping at the University, development of recordkeeping guidelines for managing content on the University's websites and review of the University's functional records disposal authority.

The following information pertains to the University's compliance with the requirements of the State Records Commission Standard 2 (Recordkeeping Plans), Principle 6 (Compliance);

- A comprehensive evaluation of the efficiency and effectiveness of the University's recordkeeping systems was undertaken in 2003/04. The next evaluation is scheduled for 2008. (Compliance requirement 1)

- Permission to delay the implementation of an online recordkeeping awareness training course until 2007 was given by the Director, State Records Office. (Compliance requirement 2)
- The next review of the efficiency and effectiveness of the University's recordkeeping training program will be undertaken in 2007 following the implementation of the online recordkeeping awareness training course. (Compliance requirement 3)
- The University's staff induction program will include mandatory completion of the online recordkeeping awareness training course. This will address the roles and responsibilities of staff as they pertain to compliance with the University's recordkeeping plan. (Compliance requirement 4)

Murdoch University Foundation

Inspiring Achievements and Changing Lives

Murdoch University has a 30 year history of success in working with community minded individuals, businesses, government and community organisations to benefit the community through research, education and community projects. In 2003, Vice Chancellor Professor John Yovich initiated the Murdoch University Foundation to increase such partnerships and encourage financial support for the mission of the University.

The aim of the Foundation is to support specific programs and projects and develop an endowment by seeking donations from the public and corporate sector and, in the future, by generating profits from appropriate investment activities.

As government support decreases while costs and the student population increase, the need for private support for education becomes more and more important. Murdoch University, in its quest to stay at the forefront of education and research, has many goals and aspirations for its students and the community. The Foundation aims to help achieve those goals with community support.

The Foundation is an Australian Taxation Office endorsed Deductible Gift Recipient so that gifts to the Foundation are tax deductible. The Foundation is governed by a Board of Trustees, Chaired by the Vice Chancellor, which also includes four key external members, Ms Karen Brown, Mr Terry Budge, Emeritus Professor Kateryna Longley and Mr Richard Alder, all of whom give their time on a voluntary basis.

The Foundation is administered by the Office of Development which supports the work of the Foundation so that all contributions to the Foundation go directly to the nominated program or project

and there are no deductions for salary, promotional or administrative costs.

Achievements in 2006

In 2006 the Foundation attracted some significant donations, sponsorships and pledges that will be used for a range of projects and programs.

In total, the Murdoch University Foundation received income of \$775,000 and forward pledges over the next five years totalling more than \$1.5 million which is an outstanding result given the youth of the Foundation.

Murdoch University International Theologian Fundraising Campaign

The Murdoch University International Theologian Campaign was established in 2005 with an initial fundraising target of \$750,000. This campaign has established an endowment fund with interest each year used to cover the costs of an annual visiting international theologian to engage with the Murdoch community and the

Professor Anne McMurray is the Peel Health Campus Chair in Nursing and is leading a world class community health study for the Peel region. More than 2000 Western Australian families in the Peel region are expected to take part. The study will track hundreds of children from conception to teenage years, giving health experts unparalleled insight into childhood development.



Murdoch University Foundation Donor and Sponsor List 2006

wider WA community. By the end of 2006, \$325,000 had been received along with pledges worth \$765,760 to be received over the next three years. The success of this campaign was due in no small part to the dedication of the two volunteer gift seeking committees chaired by Mr Michael Kiernan and Reverend Ken Williams.

Student Prizes and Scholarships

During 2006, the Foundation received funds of more than \$15,850 to establish 36 new prizes and 16 new scholarships worth \$100,650 over the next five years. Many of the new prizes and scholarships have been named in honour of their donors or in memory of someone close to the donor.

Support for Senior Academic Appointments

The Foundation continued to work with the City of Mandurah, the City of Rockingham and the Peel Health Campus during 2006, each of which

has provided generous funding for a regional professorial appointment over three years.

In 2006, the Department for Planning and Infrastructure confirmed their support for joint funding of a new Associate Professor in Community Planning to be based at Murdoch University for a period of four years.

Grants to the University

During this period, the Foundation provided grants to the University totalling \$498,000, most of which matched the wishes of individual and corporate donors and sponsors who contributed to the Foundation during the year.

Bequests – The Will to Make a Difference

During 2006, the Murdoch University Foundation assisted a growing number of people who expressed an interest in leaving a gift to the University in their wills. Gifts of this nature are welcomed

by the Foundation as they provide an opportunity for people to make a gift of a size that they may not be able to make during their lifetime.

Planning for 2007

The Murdoch University Foundation continues to be very grateful for the support provided by all donors and sponsors and looks forward to an even more successful year in 2007 as the University embarks on its most ambitious fundraising campaign to date.

To learn more about current University projects or to discuss how you might like to benefit the community and support the mission of the University, please contact Ms Vicky Dodds, Chief Executive Officer of the Murdoch University Foundation on 9360 7607 or visit our website at www.foundation.murdoch.edu.au for more information.

Many other donors and sponsors have also supported the University, its students and the community but have chosen to remain anonymous. We thank them also for their support.

Student Prizes

ACCA Australia and New Zealand
Alcoa World Alumina Australia
Amgen Australia
Anthropological Society of WA
ATUG Limited
AusConnection Pte Ltd
Australia Japan Society of WA Inc
Australian Biosearch
Australian Cattle Veterinarians
Australian College of Veterinary Scientists (Epidemiology Chapter)
Australian Small Animal Veterinary Association
Australian Society of Veterinary Parasitology
Australian Veterinary Association
Bonnie Barber and David Butler
Jane Brooks
Peter Brown
Chartered Institute of Management Accountants
Chartered Secretaries Australia
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Department of Treasury and Finance
Economic Society of Australia (WA Branch)
Epichem Pty Ltd
Equine Veterinary Association
Geoff and Lyn Field
Frontier Software
Graduate Management Association
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The Institute of Internal Auditors - Australia
The West Australian Newspaper
The Western Australian Chinese Chamber of Commerce Inc
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Student Scholarships

City of Rockingham
Coolibah Nursing Home
Department of Defence
Robert Hammond
Kingston International College
Mirvac Fini (WA) Pty Limited
Alan Peacocke
Southern Metropolitan Regional Council
Town of Kwinana

Building Law Campaign

Shannon Bodeker
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International Theologian Campaign

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The Honourable Justice Michael Barker
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Christ Church Claremont - Father Greg
Davies
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Lynette Clayton
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Jeff Wilson
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Institute for Immunology and Infectious Diseases Campaign

Professor John V and Dr Jane C Yovich

Health Science Campaign

Jim and Kathryn Reynoldson

Physical Science Building Campaign

Jennifer Searcy

School of Chiropractic Trust

Murdoch Chiropractic Students'
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Hiroshi Akazawa
Motoko Azumi
Toshiko Azune
Yukie Besso
Dan Brandenburg and Neil Colwell
Chiropractors' Association of Australia
(WA) Limited
Tetsu Funato
Mamoru Igi
Yuichi Imoto
Takashi Inouchi
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Hiroyuki Nomoto
Koichi Ono
Hiroyuki Oyabu
Aki Tachibana
Chieko Umetani
Mitsuo Yamabiki

Sponsorship of Academic Positions

City of Mandurah
City of Rockingham
Peel Health Campus
Dept for Planning and Infrastructure

Michael Booth Memorial Donations

Sandra Acker, Dorie Millerson and
Chris Oddy
Rebecca Armstrong
Rachel Armstrong
Carol and Stephen Bacchi
Jennifer Binns and Tony Simpkins
Geoffrey and Carol Bolton
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Murdoch Animal Cancer Care Unit
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Mannkal Economic Education Foundation

Banksia Association Donations

Mal Nairn

Library Support

Estate of Beatrice May Stephenson

After School Physical Science Program

(Anonymous Donors)

Donors to Murdoch University

Veterinary Trust

Brian and Margaret Dellaca
Adelma Longton
Christina Chang
Anne and Peter Hopper
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Busselton Vet Hospital
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Dr Andrew Perry
Dr Greg Kidd, Mira Mar Vet Hospital
Dr Henry and Mrs Helen Brockman
Dr John Lewington
Dr Lloyd Kenda, Valley Vet Centre
Dr Susan Putt
Dr Simone Scott
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Gerald Quartermain and Monique Spain
Giovanna Cuccovia
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Many other people have assisted the work of the Trust during the year and we thank all our donors for their generous support.



Academic excellence. Murdoch University researcher, Dr Phillip Bartlett has been awarded the Bragg Gold Medal, one of the highest awards in physics. The Bragg Gold Medal is awarded for the best physics PhD thesis by a student from an Australian university. Dr Bartlett used supercomputers to calculate collisions between electrons and hydrogen atoms.



Murdoch
UNIVERSITY