

2009 Annual Report

# A Year of Achievements



DISCOVERERS WELCOME



*Achieve*

## Statement of Compliance

The Hon. Dr Elizabeth Constable (MLA)  
Minister for Education, Tourism  
19th Floor, Governor Stirling Tower,  
197 St Georges Terrace,  
PERTH WA 6000

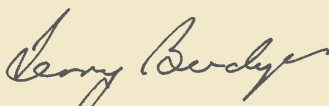
10 March 2010

Dear Minister,

In accordance with Section 63 of the Financial Management Act 2006,  
we hereby submit for your information and presentation to Parliament the  
Annual Report of Murdoch University for the year ended 31 December 2009.

The Annual Report has been prepared in accordance with the provisions of  
the Financial Management Act 2006.

Yours sincerely



**T C Budge**  
Chancellor



**J V Yovich, AM**  
Vice Chancellor

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## Murdoch University

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was correct as at March 2010.

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## Vision

### Mission

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

### Vision

Murdoch University is committed to its vision of being a prominent and influential research intensive university renowned for its teaching quality and research excellence; promoting intellectual independence and social and scientific critique within a supportive and sustainable environment for students and staff; and engaging with and benefiting local, national and international communities.

### Values

Equity and Social Justice

Sustainability

Global Responsibility

Innovation and Entrepreneurship

### Discoverers welcome

Murdoch University helps people discover what they're capable of, opening them up to new possibilities and options for more fulfilling lives, through education.

Murdoch University has an outstanding reputation as an institution that provides students with a quality education and recognised academic standing within an engaging and caring environment. The University is committed to excellence in teaching and research and Murdoch provides the ideal place to take the next step on a path of lifelong learning.

Murdoch is passionate about education because it can transform people's lives.







## Chancellor's Report

Murdoch University achieved much in 2009, at a time of significant economic and industry volatility and change.

The global financial upheaval took a severe toll on economic conditions and wealth during the year and with the continued squeeze on funding from government sponsored places, the urgency for universities to make major structural and strategic adjustment intensified.

The Commonwealth Government also responded to the Review of Australian Higher Education, conducted by Emeritus Professor Denise Bradley. Importantly, universities were positioned as but one component within a broader post-secondary framework for education, having implications for broader community expectations for the sector as well as for funding. The principles underpinning the Government's policies included the importance of opportunity for all, institutional and individual academic freedom and autonomy, innovative research that advances knowledge and critical thinking, and access to tertiary study based on merit.

Most significantly, all Australian universities will be funded on the basis of student demand from 2012, with the aim of increasing the proportion of 25-34 year olds with a qualification at bachelor level and the proportion of students of low socio-economic status. The Government has also placed a strong emphasis on quality assurance of the outcomes achieved by universities in both teaching and research.

Murdoch University has long provided quality educational opportunities for students with disadvantage or where university is not considered an option and is encouraged by these goals.

Over the last few years, Murdoch University has successfully focused on key strategic initiatives aimed at providing an operationally excellent foundation for future growth. This year saw the Vice Chancellor and executive lead the implementation of a range of processes and activities within the Murdoch 2010 project that form the heart of our administrative vision.

This project, which received significant Commonwealth funding, has strengthened the university's administrative processes in Student Services; School offices; Research and Development; Human Resources; Finance, particularly through the Faculty and Non-Faculty Business Support Teams; and the Educational Partnerships Service Centre. It also resulted in major improvements in financial operations and research management.

A competitive resource environment and a dynamic national and global higher education setting necessitate reflective, strategic thinking to be embedded in the decision-making process of a university. The University is undertaking a major review of strategy and will describe a distinctive vision which will define Murdoch over the next five plus years.

Senate determined that the University should continue to build the reputation of Murdoch to enhance our engagement with all stakeholders - students, staff, alumni, government, business and our community. We will focus on the people that make up Murdoch University and on the broad internationalisation of our teaching and research. Critically, given likely resourcing in the sector, we will continue to expand independent wealth creation strategies to reduce reliance on Commonwealth funding and build a financially sound and successful future.

On behalf of my fellow Senators, I thank all involved in achieving another successful year for Murdoch University.

**Mr Terry Budge**

Chancellor



## Vice Chancellor's Report

Murdoch University is the place for people who want to make a difference. That visionary ideal of tertiary education underpins everything we do at Murdoch - our teaching, our research and the way we reach out to our community. It is also at the core of our exceptional reputation as an institution that continues to graduate students and make discoveries that change the world.

Reflecting Murdoch's reputation and growing international presence, enrolments at our local campuses and study centres around the world have reached record levels. In 2009 we graduated our first students through the Murdoch University International Study Centre in Dubai and held our largest ever graduation in Singapore.

The distinction of our staff has been affirmed through national awards for research and teaching. Dr Mike Bunce and Dr Vedi Hadiz were among the first researchers in Australia to receive Australian Research Council Future Fellowships. Professor Garry Rodan and Professor Vijay Mishra were among only 27 recipients of Australian Research Council Professorial Fellowships awarded across Australia in 2009. Associate Professor Robert Mead received a prestigious 2009 Australian Learning and Teaching Council (ALTC) Award for University Teaching in the category of Biological Sciences, Health and Related Studies. Professor David Hill was awarded one of three ALTC National Teaching Fellowships for 2009.

Improved coordination of research through our Research Institutes and their Directors has helped Murdoch to continue its excellent research performance, with record funding of \$45 million in 2009. Among our research successes, Murdoch's climate change, sustainability and alternative energy research has continued to make headlines this year.

Our research profile was further strengthened when Murdoch University was awarded the National Centre of Excellence in Desalination to be located at our Rockingham Campus. The Centre received \$20 million and \$5 million from the Federal and State Governments respectively to develop Australia's research into new and improved desalination technologies.

Murdoch is also home to a new Centre of Excellence on Climate Change and Woodland and Forest Health, and Western Australia's first Post-Harvest Biosecurity Laboratory. In addition, the University's wind energy research attracted federal support to build Australia's National Small Wind Turbine Test Centre.

The Murdoch University Foundation, established to build an endowment and to fundraise for student scholarships, research projects and capital work programs, raised \$1 million that specifically went towards the University's research endeavours in 2009.

The Foundation has also led the Genesis Campaign which is one of the University's public fundraising campaigns to support the Institute for Immunology and Infectious Diseases. Their groundbreaking research in developing personalised medicine tailored to an individual's DNA has already produced health and social benefits.

The Institute will be located in Murdoch University's \$34 million Health Research Building. This facility has been enabled by the generous support of private, business and government donors such as the Bill and Melinda Gates Foundation and key philanthropists within Australia. Recognising its importance as an Australian community asset, the facility also received a record philanthropic gift of \$5 million from Lotterywest through the Foundation.

The Banksia Association draws together a special group of individuals who have made an impact on the University, including individuals who have been awarded Honorary Degrees, Emeritus Professors and others. As a group they have had success in fundraising, supporting an annual honours scholarship and the Banksia Association Lecture. This year's lecture was presented by Banksia member The Hon Professor Kim Beazley AC who reflected on Australia's relationship with the US in a speech we feel confirmed his appointment as Australia's US Ambassador.

During 2009 a range of high profile individuals gave key addresses. Catherine Livingstone AO, the current Chairman of Telstra Corporation, presented the 2009 Sir Walter Murdoch Lecture titled "Rethinking Innovation" and was awarded an Honorary Doctorate in recognition of her exceptional achievement in the corporate sector.

The Honourable Michael Kirby also received an Honorary Doctorate in March and later in the year joined other high profile campaigners for the inaugural Michael D Kirby Annual Human Rights Forum.

Murdoch University has long held a reputation as a student focused university, with unparalleled levels of student satisfaction. In 2009 the cross university integration of student services has further strengthened the service we are able to offer students.



Murdoch University and Challenger Institute of Technology launched a unique diploma-degree initiative that will enable students studying selected diplomas to transfer straight into the second year of a related degree at Murdoch. This will allow local students to receive a Bachelor's degree that had an emphasis on practical skills with a solid theoretical foundation. Innovations such as this will make a significant contribution to meeting the educational needs of the communities of the Rockingham and Peel regions, which have tertiary participation rates significantly lower than metropolitan Perth.

For the second year running we took top honours in the 'Education' category of the Australian Marketing Institute (AMI) 2009 Awards for Excellence for our new brand campaign. Innovative ideas that meet the needs of a digital generation underpinned our 'Freethinkers' campaign which won the new Experiential and Brand Experience Category in the WA AMI awards. Importantly, these successes are reflected in our student recruitment and in raising awareness of Murdoch's strengths.

At Murdoch University we have a proud history of being at the leading edge of trends in higher education. An innovation such as strengthening quality assurance through improved data quality and its use is but a current example. Interdisciplinarity has always been a feature of our teaching and research, and our success in social inclusion is built on long established programs to build university-readiness of students. It is for this reason that Murdoch alumni are prominent in business, industry, government and the community both in Western Australia and internationally.

This recognition of the strengths of Murdoch University is indicative of standing as an research intensive, high teaching quality institution of which all those involved in its success can be proud.

**Professor John Yovich AM**

Vice Chancellor



# Year in Review

## At a Glance

Murdoch University is committed to excellence in teaching and research and provides the ideal place to take the next step on a path of lifelong learning. Murdoch is passionate about education because it can transform people's lives.

The University helps people discover what they're capable of, opening them up to new possibilities and options for more fulfilling lives, through education. The University has an outstanding reputation as an institution that provides students with a quality education and recognised academic standing within an engaging and caring environment.

Murdoch is committed to its vision of being a prominent and influential research-intensive university renowned for its teaching quality and research excellence; promoting intellectual independence and social and scientific critique within a supportive and sustainable environment for students and staff; and engaging with and benefiting local, national and international communities.

The University's mission is to extend knowledge, stimulate learning and promote understanding, for the benefit of the community; valuing equity and social justice, sustainability global responsibility, innovation and entrepreneurship

Murdoch University has much to be proud of as we reflect back on the year of 2009. A number of milestones have taken place during the past 12 months:

Underscoring the University's growing international presence and reputation, student enrolments at Murdoch have increased to over 18,500 students now studying at our campuses and study centres around the world including our three campuses in Western Australia, Singapore, Japan, Malaysia and the United Arab Emirates.

In 2009 Murdoch received record research funding totalling \$40.6 million, including \$1 million raised by the Murdoch University Foundation which was established specifically to fundraise for student scholarships, research projects and capital work programs.

Murdoch's climate change, sustainability and alternative energy research has continued to make headlines this year. We now host a new Centre of Excellence on Climate Change and Woodland and Forest Health, the new Australian National Centre of Excellence in Desalination and Western Australia's first Post-Harvest Biosecurity Laboratory. In addition, the University's wind energy research attracted federal support to build Australia's National Small Wind Turbine Test Centre.

A new campaign was launched in March, with the message: Murdoch University is for people who want to make a difference; and we took top honours in the Best Rebranding Campaign category of the 2009 WA Business News branding survey which is sent to all advertising, marketing and public relations professionals in the paper's Book of Lists. Murdoch also won a national award at the Australian Marketing Institute (AMI) 2009 Awards for Excellence in the category for 'Education' against highly competitive institutes, including the University of Sydney and RMIT University.

With a strategic eye to the future, the University has strengthened its focus on the emerging powerhouse of China, developing partnerships and programs for broadened engagement beyond 2009. Commencing in 2010, this strategy will see eminent Chinese researchers and educators from a range of universities and disciplines visit Murdoch to both teach and collaboratively research with WA-based colleagues.

Looking ahead into 2010, Murdoch University's brand new Student Centre will be officially launched. The facility will provide a first point of campus contact for all students, current and future, to ensure the Murdoch student experience is one of the best in Australia.

Murdoch University's \$34 million Health Research Building was completed in 2009, to be launched in 2010, housing the research team tasked with developing a vaccine for HIV-AIDS. This is thanks to the generous support of private, business and government donors such as the Bill and Melinda Gates Foundation and key philanthropists within Australia. The facility also received a \$5 million grant from Lotterywest in 2009 in recognition of the importance of the Institute as an Australian community asset.

2010 will also see the commencement of other projects including the Veterinary Clinical Teaching space, the new Murdoch Institute of Technology and Murdoch Business School building, Engineering pilot plant and improved sporting facilities.





## Teaching and Learning

The University again achieved record growth in student enrolments in 2009 with total student numbers across both its Australian and international campuses swelling to 18,500.

Growth was achieved in all entry categories. Commonwealth Grant Scheme (CGS) student numbers experienced a 6.3 per cent increase, international fee-paying enrolments grew by 6.4 per cent and postgraduate fee-paying numbers by 4.1 per cent. The largest growth area was in offshore student enrolments which grew by 16.6 per cent. These results are particularly satisfying against the background of the global financial crisis.

Murdoch's median Tertiary Entry Ranking (TER) increased in 2009 to 83.15 from 2008's median of 82.25, for those students who entered the University having completed high school at the beginning of the year.

Murdoch University remains one of the most inclusive universities in the country – gaining five stars in the Good Universities Guide for access by equity groups, whilst maintaining its excellent achievement of four stars for employment outcomes of graduates and its consistently excellent performance for all indicators of teaching quality and student experience.

## Delivering the best

Murdoch University is committed to delivering both the highest standards of teaching and learning and a rich experience of university life to its students. In 2009 the University reviewed the services it provides to its six Faculties and their students and staff to ensure it delivers best practice, resulting in the creation of the Educational Development and Organisational Capability areas. Student administrative and support functions were also reviewed, leading to the establishment of the Student Life and Learning (SSL) and Student Liaison and Recruitment (SLR) offices, to be housed in the newly constructed Student Centre.

The Student Centre was completed at the end of 2009, incorporating all recruitment services as well as handling student enquiries, payments and providing administrative advice, allowing for current and future student enquiries to be handled seamlessly and efficiently. The Centre will be officially launched in 2010.

Retention and student experience are areas of growing strategic importance to the University and will continue to be encouraged through the University's provision of support services such as social, pastoral and academic support, health, counselling, learning and equity support for students as well as supporting a vibrant campus life through sport, clubs, societies, and events. This aspect of university life will continue to be strategically developed.

In response to industry and business demand for graduates with relevant employability skills, Murdoch is part of an agreement between the Australian Innovative Research Universities Australian group (IRU) and the Australian Chamber of Commerce and Industry to promote Work Integrated Learning partnerships between businesses and universities. The University will facilitate the provision of university-wide resources and coordinating activities.

# Achievement



## Supporting students

Murdoch University has established a range of support mechanisms to assist students with the transition to university. The University provides assistance for students with disabilities and from various equity groups, and offers counselling and workshops to help them succeed in their studies. All of these services contribute to reduced attrition rates and to a positive student experience.

### Students with Disabilities

There are currently 1,070 students with disabilities enrolled at Murdoch University. The University provides an extensive range of services for these students. Through 2009, the University also developed a management and monitoring process for the University's obligations under the Disability Services Commission's Disability Access and Inclusion Plan. In 2009 the Students with Disability policy was revised and many additional activities were undertaken, including expanding the Pre-Orientation Program for new students in both semesters (commencing 2010) and the provision of diversity workshops for the Higher Education Research and Development Society of Australasia (HERDSA). The University also worked with the student village to provide information and develop workshops for staff working with students with disabilities and/or diverse backgrounds.

### Student apartments opened

As an important contribution to enhancing university life for resident students, 298 new student rooms were opened in January to meet growing demand for on-campus accommodation. Working to Murdoch's 'green' focus, operators Campus Living Villages incorporated numerous environmentally friendly elements to reduce energy and water usage. The apartments feature contemporary design, high quality fittings and spacious living areas. The student village now offers 836 beds and includes an e-library, café and swimming pool.

## Murdoch free 60 minutes (MF60)

Throughout 2009, a period of common free time in the academic timetable at South Street campus was introduced: Murdoch Free 60 minutes (MF60). MF60's goal is to strengthen a feeling of community and belonging on campus. During this time the University and the Murdoch Guild hosted new and exciting events and activities. MF60 also provides an opportunity for academic staff to meet. Plans for a second common hour in 2010 are underway.

## Enhancing courses

In response to changing global economic and commercial environments, various schools and courses were reviewed and new courses introduced in 2009.

Seven new Foundation units were developed and will commence in 2010. Murdoch students are required to take a Foundation unit in their first semester of enrolment to facilitate the transition into university study and to build their interdisciplinary perspectives. The new units were created to further develop communication and critical thinking skills, foster social interaction and promote social justice awareness, key attributes of a Murdoch graduate. The new Foundation units are:

- Creativity and Innovation
- Food for Thought
- Knowing Nature
- Tomorrow Yesterday Today
- Next Life
- Australia in Asia
- Wellbeing: Living the Good Life



## Engaging students

A new campaign was launched in March 2009, with the message: Murdoch University is for people who want to make a difference.

Market research provided valuable information for the campaign's development, finding that Murdoch students were looking for a sense of meaning from their career and therefore sought courses to meet that need. Murdoch built an integrated brand campaign using television and online strategies around this message.

The online campaign focused on freethinking, and was designed to provide a platform for internal and external audiences to connect with the brand by creating content that demonstrated Murdoch University brand values. Research showed that the feeling of 'fitting in' is a critical part of choosing a university. The University accordingly created a campaign that allowed prospective students to experience how they might fit into Murdoch's community of freethinkers.

The University developed and executed a range of integrated marketing campaigns throughout the year including seven major student recruitment campaigns. This included the 'Maybe' undergraduate recruitment campaign which was designed to tap into the dreams and aspirations of young people by using targeted press advertising and an innovative online approach. The campaign was extremely popular and the tangible results, both offline and online, exceeded expectations.

### Online strategy

A constant challenge for Murdoch University's website users has been finding what is being sought within the extensive online space. The re-styling of over 500 sites, and the migration of content into a centralised content management system, will continue throughout 2010 as the University strives for a website that meets best practice guidelines.

Staff and student online content was also overhauled into a user-centric structure that allowed content to be easily found.

The University invested in various technologies from in-house Google search appliances, behavioural content targeting, and custom applications, to enable relevant information to be presented to users based on their previous browsing habits. The new staff and student content will be rolled-out in the early part of 2010.

## Social media technology

The 2009 brand campaign culminated with a Murdoch Blogging competition. The enthusiasm shown for the content produced vastly exceeded expectations with 3,715 visitors from 70 countries visiting the competition site. Murdoch now has a group of bloggers using a variety of social media technologies to comment on their life at the University.

In 2010 the success of this campaign will be built on with highly integrated online communities and user-generated content.

## Connecting to prospective students

One of Murdoch's primary online goals is to generate connections with prospective students and establish a conversation with them. The website and its content are measured against the University's business strategy and user goals. In 2009 the University overhauled its online measurement capabilities. All campaigns now include behavioural targeting and Murdoch continues to segment its leads and communicate with them through their preferred media of choice.

## Awards for branding and marketing

Murdoch University won numerous national awards for its innovative brand campaigns in 2009. Murdoch took top honours in the Best Rebranding Campaign category of the 2009 WA Business News branding survey and was awarded fourth in the Best Emerging Brand category.

The University won a national award at the Australian Marketing Institute (AMI) 2009 Awards for Excellence which recognises outstanding marketing communications. The University won the 'Education' category against highly competitive institutes, including the University of Sydney and RMIT University, for its 'Maybe' Undergraduate recruitment campaign. This is the second consecutive year that Murdoch has won the AMI award with its innovative approach to marketing in the tertiary education sector. The University was also a finalist in the 'Experiential and brand experiences' category against brands such as Sony, Ernst & Young and Lion Nathan.

The radio commercial Voice Journey, created for Open Day, was a finalist in the individual Radio Category in the prestigious Cannes International Advertising Festival. It also won the Austereo Radio Writers Award, a much sought-after award among Western Australian advertising agencies. The commercial was accepted into the 2009 Work Book, an annual awards book that includes all the best advertising work for the past year in the Australasian region.

Murdoch University's Online Manager of e-Business, Claire Burnham, won the prestigious 2009 JWT Education Emerging Leadership Award for her work on developing Murdoch's website into a user-friendly, highly interactive, multi award-winner.

## Open Your Mind Day

This year Murdoch's Open Day was promoted as Open Your Mind Day and achieved a 20 per cent increase to more than 12,000 visitors. Almost half had never visited the campus, so this provided an excellent opportunity for them to experience Murdoch first-hand.

## 2009 Graduations

Four successful Western Australian graduation ceremonies were held in the Perth Convention Exhibition Centre in 2009, showcasing a variety of talented Murdoch staff and graduands. Five honorary doctorates were awarded. Professor Bill Bunbury received an Honorary Doctorate of Literature, Associate Professor Alexander George received an Honorary Doctorate of Science, The Honourable Michael Kirby, AC, CMG received an Honorary Doctorate of Laws, Adjunct Professor John Sweaney, AM, DC, FICC, FACC and Catherine Livingstone AO both received an Honorary Doctor of Science.

The Singapore Graduation in October was held at Raffles City Convention Centre where a record number of graduands attended the ceremony. Dr Moh Chong Tau received an Honorary Doctor of Business Administration.

The first cohort of Dubai Master of Business Administration students completed their course this year and seven students travelled to Perth to participate in the September graduation ceremony. For those unable to attend the Perth ceremony, a celebratory dinner was held in Dubai, with the Vice Chancellor and the Deputy Vice Chancellor (Faculty, Enterprise and International) in attendance.

## Accreditations and achievements

### Regional Campuses Collaboration Project

In 2009 Murdoch University entered into a new partnership with the Challenger Institute of Technology to create a unique opportunity for Peel and Rockingham students to receive a Bachelor's degree that has an emphasis on practical skills with a solid theoretical foundation.

The project was launched by Training and Workforce Development Minister Peter Collier and Murdoch's Vice Chancellor Professor John Yovich and will be funded by the Department of Education, Employment and Workplace Relations. The diploma-degrees are designed to address the statistically identified low aspiration of Rockingham and Peel region students with tangible vocational outcomes. The collaboration will give Challenger Institute of Technology students seamless pathways from existing diploma programs, with full credit and exemption for the first year of the related Murdoch University bachelor degree program. Regional students will also be able to access the regional degrees through direct enrolment in an external first-year Murdoch program.

Four new degrees have been approved by the University for introduction in 2010, and a fifth in 2011, in the areas of Accounting, Information Technology, Events Management, Sustainable Development and Social Work. Key features of course delivery include transition studies and a third year internship.

### Accreditations

Three of Murdoch's Schools successfully underwent rigorous accreditation processes in 2009, highlighting the professionalism of their staff and the quality of the University's teaching facilities.

Murdoch's School of Veterinary and Biomedical Sciences is the first veterinary school in the world to participate in global accreditation. Teams from the American Veterinary Medical Association, the Australasian Veterinary Boards Council, the Royal College of Veterinary Surgeons and observers from the European Association of Establishments for Veterinary Education and the South African Veterinary Council visited the school and made a number of commendations and recommendations.



Engineers Australia – the nation’s pre-eminent professional engineering body – again accredited the School of Engineering and Energy’s core programs. A panel of distinguished engineering professionals examined the curriculum and facilities and interviewed management, staff, students and industry partners.

Following a visit by the Council of Chiropractic Education Australia, the School of Chiropractic and Sports Science was granted full accreditation until 2013.

### Achievements

A significant array of awards were achieved by Murdoch staff in 2009 including:

#### Australian Learning and Teaching Council (ALTC) Awards

- Professor David Hill, Chair of South-East Asian Studies and Director of the Murdoch-based Australian Consortium for ‘In Country’ Indonesian Studies (ACICIS), received one of only three ALTC National Teaching Fellowships awarded in 2009. The \$350,000 Fellowship recognised his leadership in learning and teaching in higher education.
- Associate Professor Bob Mead, School of Biological Science and Biotechnology won an Award for Teaching Excellence.

#### 2009 Citations for Outstanding Contributions to Student Learning:

- Associate Professor Max Cake, School of Biological Sciences and Biotechnology
- Ms Christina Ballantyne, Educational Development
- Dr Ngaire Donaghue, School of Psychology
- Ms Janice Dudley, School of Social Sciences & Humanities
- Ms Helen Makeham, Equity, Health and Counselling

#### Perth Convention Bureau Scholarships

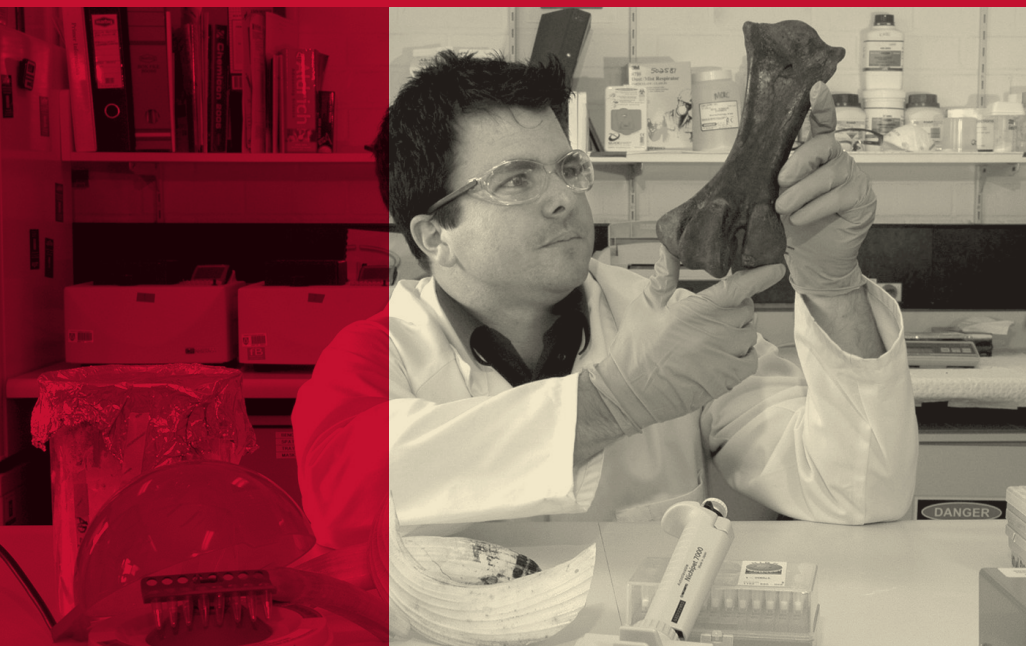
Adjunct Research Lecturer and marine conservationist Brad Norman and Information Technology Associate Professor Lance Fung were each awarded \$5,000 professional development scholarships by the Perth Convention Bureau.



### 2009 Appointments

Murdoch University celebrated many staff achievements and welcomed many new academics and researchers in 2009, further enhancing the University’s strengths, including:

- Associate Professor John Bailey – previously Chair of Western Australia’s Conservation Commission – was appointed Dean of the School of Environmental Sciences.
- Professor Kevin Bell of the School of Veterinary and Biomedical Sciences, and one of Australia’s leading livestock production veterinarians, was appointed as the University’s Wellard Professor of Animal Production Systems. Funded by Wellard Rural Exports, the position is part of a five-year partnership with the School.
- Associate Professor Peter Cole – President of the Australian Council of Deans of ICT and member of the Federal Government’s Information Technology Industry Innovation Council and the Australian Computer Society’s Professional Standards Board – was appointed Dean of the School of Information Technology.
- Associate Professor Carolyn Jones was appointed to the position of Dean in the School of Biological Sciences and Biotechnology.
- School of Law Senior lecturer Ms Mary Anne Kenny was appointed Chair of the Western Australian Law Reform Commission.
- Professor Paul Morrison – who has an international career in health care and university settings – was appointed Dean of the School of Nursing and Midwifery and Professor of Nursing and Health Studies.
- Associate Professor in Plant Biosecurity in the School of Biological Sciences and Biotechnology, Yonglin Ren was appointed Principal Scientist of the WA Department of Agriculture and Food’s stored grain research team.
- Professor Richard Nile was appointed Director of the Institute for Media, Creative Arts and Information Technology which was established in 2008 as part of the University’s drive to focus its research effort on strategic areas of strength.



## Research and Development

Research funding for 2009 remained steady at \$40.6 million, achieved despite a tough funding environment. This solid performance was driven through three large new research centres focusing on sustainable transport, forest health and improved desalination techniques.

The University's research highlights for 2009 included:

### Future Fellowships

Drs Mike Bunce and Vedi Hadiz were among the first 200 mid-career researchers to receive the prestigious ARC Future Fellowship award in 2009. Dr Bunce, Senior Lecturer in Biological Sciences and Biotechnology, was awarded for his research: An inventory of past biodiversity in Western Australia using ancient DNA. Dr Hadiz, an Associate of Murdoch's Asia Research Centre, was awarded for his research: State, Class and Islamic Populism: Indonesia in Comparative Perspective. Fellows receive up to \$135,000 for each of the four years; administering institutions receive up to \$50,000 a year for associated infrastructure and other costs.

### Australian Professorial Fellowships

Professors Vijay Mishra and Garry Rodan were awarded prestigious Australian Research Council (ARC) Australian Professorial Fellowships for 2010. Professor Mishra, Professor of English and Comparative Literature in the School of Social Sciences and Humanities, was awarded the Fellowship for his research project: Rushdie Annotated: Definitive explanations of all obscure references in the Salman Rushdie corpus and extended critical commentaries on the author. Professor Rodan, Director of the Asia Research Centre, was awarded for his research project: Representation and Political Regimes in Southeast Asia.

### Murdoch chosen to administer National Centre of Excellence in Desalination

Murdoch University has been awarded the administration of the new National Centre of Excellence in Desalination, which forms part of the \$1 billion National Urban Water and Desalination Plan. This makes the University an integral part of the Federal Government's 10-year \$12.9 billion Water for the Future strategy. The Centre will receive \$20 million in federal government funding and up to \$5 million in state government funding over five years. It will bring together Australia's leading desalination and water science research organisations.

### First Alcoa Chair in Sustainable Water Resource Management

Professor Richard Harper was appointed inaugural Alcoa Chair in Sustainable Water Resource Management at Murdoch University. The Chair, valued at \$600,000 and to be supported by Alcoa of Australia for at least three years, will provide leadership in the field of water management. Professor Harper will work with Alcoa and University teams to address urgent WA-specific water issues, including impacts of changing rainfall patterns, water capture, and water reuse and recycling.

### Alternate energy and sustainability research

Murdoch University is recognised as a leading research university in Australia and belongs to the top 10 universities for research intensity. In 2009 the University saw many projects in alternate energy and sustainability research flourish.

### Clean algae biofuel project a world-leader

A joint \$3.3 million project led by Murdoch and involving the University of Adelaide, now leads world algae biofuel research after more than 12 months of consistent results at both universities. Previously thought impossible, large quantities of algae for biofuel are being grown by the team in open ponds, consistently and without contamination. Led by Murdoch's Professor Michael Borowitzka, the project has received \$1.9 million funding from the Australian Government as part of the Asia-Pacific Partnership on Clean Development and Climate.

This is the only biofuel project in Australia working simultaneously on all steps in the process of microalgal biofuels production, from microalgae culture, harvesting of the algae and extraction of oil suitable for biofuels production. Due to the project's success, construction of a multi-million dollar pilot plant to test the whole process on a larger scale will begin in Karratha in January 2010 and is expected to be operational by July.



### Turning wastewater into electricity

A new patent has been granted to Murdoch University's researchers Dr Ralf Cord-Ruwisch and Professor Goen Ho, along with their PhD student Ka Yu Cheng, for their latest development in turning wastewater into electricity. Bioelectrical Systems (BES) is one of the most advanced models for energy-efficient wastewater treatment, whilst recovering energy from the process. The Murdoch researchers have improved on the old model BES by creating a more efficient one – a rotatable bioelectrochemical contactor (RBES). The new model is the first of its kind and 15 per cent more efficient.

### Research hub to fast-track clean alternative fuels

Western Australia's new research hub to fast-track creation of clean alternative fuels for the State's growing transport needs was launched at Murdoch University this year. The WA Government provided \$2.3 million to fund the University's new Centre for Research into Energy for Sustainable Transport (CREST) as a WA State Centre of Excellence. The new collaborative research hub will fast-track the creation, testing and commercialisation of clean, alternative fuels. CREST brings together the State's leading researchers in alternative transport fuels and technologies and draws upon expertise in the university sector, industry and the public service.

### Funds for rechargeable aqueous battery research

Senior Research Fellow Dr Manickam Minakshi has been awarded an ARC Discovery Grant to map new cathode materials for aqueous rechargeable batteries. It is hoped the project will result in technology that will enhance ability and capacity to use green energy. The aim is to provide significant benefit to the transport industry, potentially reducing emissions and improving capacity for environmentally friendly, high energy storage.

### Marine, wildlife and environmental research

Murdoch University recognises the needs of local and global communities in marine, wildlife and environmental research, developing facilities and programs to achieve excellence in learning and research to help meet those needs.

#### Swan River dolphin research

Murdoch University researchers in collaboration with the Swan River Trust, Department of Environment and Conservation and Curtin University are investigating the death of six dolphins in Western Australia's Swan and Canning rivers this year. Researchers worked on a range of tests to investigate the post-mortem findings, this work will be continued into 2010.

#### Tackling Western Australia's Feral Fish

Murdoch's Centre for Fish and Fisheries Research is developing a strategic plan to address problems caused by feral fish in Western Australia's waterways. The combination of habitat change, decline in water quality and introduction of exotic fishes has had a major impact on the freshwater fish of the South-West. Extensive surveys by the University have shown major range reductions and loss of populations of the region's unique freshwater fishes, with a number being listed as endangered.

#### Public program to protect whale sharks

Adjunct Senior Lecturer Brad Norman has led a study involving scientists and the general public, aimed at engaging the community in monitoring and ultimately protecting wildlife. The Ningaloo-based survey of whale sharks carried out by Earthwatch volunteers, tourists, divers and researchers was a remarkable success. The research revealed that numbers of the whale shark - the world's largest fish – are stable and may even be increasing in this habitat. Mr Norman's company ECOCEAN was recognised for his work with a 2009 West Australian Science Award from the State Government for Science Outreach Program of the Year.

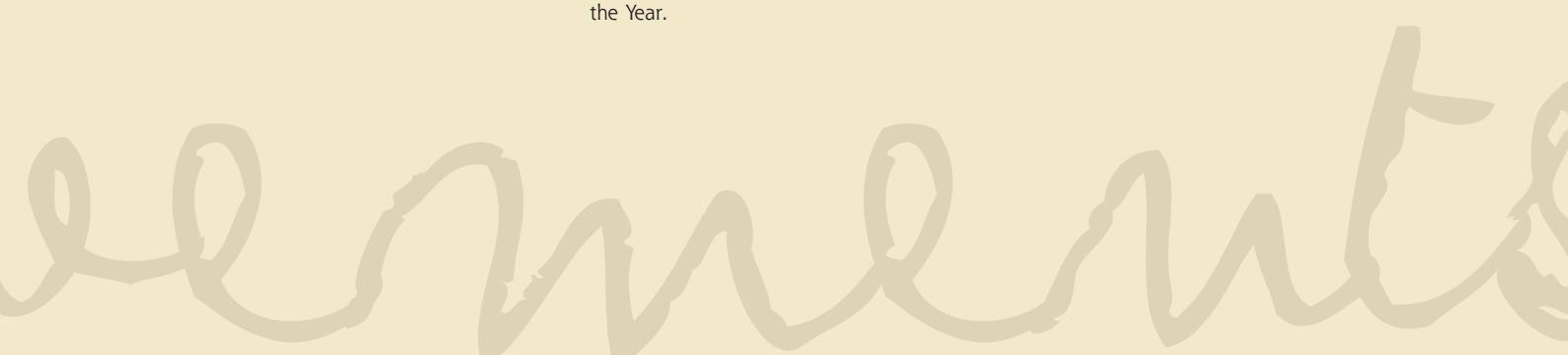
### Parasites implicated in native animal declines

Murdoch's Parasitology Research Group, in collaboration with the Department of Environment and Conservation (DEC), is conducting the first study of its kind into parasites of Western Australia's native animals. The ARC-funded research is value-adding to DEC's work in its conservation and captive breeding programs, and aims to protect remnant populations by understanding the parasite burdens of native animals.

### Fiona Stanley Hospital project funds research on degraded Beelihar bushland

Murdoch University scientists have received \$50,700 funding from the Fiona Stanley Hospital project to investigate critical factors for the regeneration of degraded bushland in the Beelihar Regional Park. The funding is part of the hospital project's \$2.3 million commitment to environmental rehabilitation and protection programs.

It is hoped the research will add to the scientific knowledge base on the restoration and rehabilitation of degraded woodlands and, over time, assist with the restoration of degraded areas of the park. Murdoch University students will also benefit from the project as they become involved in the restoration research activities.



## Health and social research

Murdoch University's health and social research demonstrates the University's continued commitment to the community, working to address some of the most important issues of our time including globalisation, conflict, socio-economic inequality, religion, ethics, social inclusion, the law, health and education. Within the University, academics, researchers, postgraduates and undergraduates work in and with communities to extend existing knowledge in both practical and theoretical ways.

### Hope for inhibiting tumour development

Murdoch's Chair of Biomedical Sciences, Dr Wayne Greene, is seeking to improve treatment for children with leukaemia. Dr Greene will be examining specific enzymes that may be the key to inhibiting tumour development and open the way for new treatments for T-cell leukaemia. Dr Greene and his research team identified a common event in the T-cell form of the disease that could be highly significant. The aim of this study is to confirm a role for these enzymes in tumour development and thereby open the way for new treatments for T-cell leukaemia based on inhibiting the retinoic acid pathway. Dr Greene's project was awarded a Cancer Council Western Australia grant worth \$140,000 over two years. Professor Ursula Kees and Dr Alex Beesley, both of the Telethon Institute for Child Health Research, are Associate Investigators on the project.

### Research Report – Peel Child Health Study Our Children, Our Family, Our Place

This longitudinal multidisciplinary study is a Murdoch-led collaboration between the Peel region community, research and government sector, to identify the psychological, social, cultural, educational, physical and economic conditions that maximise opportunities for children to reach their developmental potential. The study, which commenced in 2007 and is led by Professor Anne McMurray, is funded by the ARC with contributions from government and professional partners, including the Peel Development Commission. It has recruited 143 families to date, with 63 babies born. Additional funding was received in 2009 to employ an Aboriginal Liaison Worker from the Peel Region to work with Murdoch's Aboriginal Research team.

### Award for Post Traumatic Stress Disorder Research

Senior Lecturer in Psychology, Dr Chris Lee, received the inaugural Francine Shapiro award from the Eye Movement Desensitisation and Reprocessing Association of Europe at its 10th Annual Conference in Amsterdam in 2009. The award is in recognition of his research contribution to understanding the key processes in eye movement desensitisation and reprocessing therapy, now recognised as evidence-based practice for the treatment of Post Traumatic Stress Disorder.

### Online connections are lifechanging

A pilot study conducted by Murdoch University has shown the importance of online connections for young Australians living with serious illness, chronic health condition or disability. Dr Amanda Third and Dr Ingrid Richardson from Murdoch University's Centre for Everyday Life, argue that face-to-face engagement is not always the most effective form of communication to support young people's wellbeing, and that online technologies can better enable young Australians to feel socially connected.

### Industry and community-engaged research

Murdoch University works with a range of government, non-government organisations, local community groups and organisations, and private industry on projects to engage with industry and communities, drawing on the University's broad academic base and extensive experience in applied research.



### Western Australian Tropical Research Initiative (WATRI)

The WATRI initiative was launched in 2009 to bring together Murdoch's international project specialists to partner with governments and industry to preserve and sustainably develop the State's tropical north. Under the leadership of Professors Bernie Dell and Richard Bell, WATRI will build on Murdoch's longstanding work in tropical regions around the world and in sub-Saharan Africa, with expertise in agriculture, minerals, marine science, biosecurity, sociology, healthcare, medicine, education, Indigenous issues, eco-tourism, environmental science, ecology and climatology.

### Biodegradable bioplastics

Murdoch PhD student Cameron White, is working with Dr Leonie Hughes and Dr Damian Laird to explore the production of biodegradable bioplastics using mixed microbial cultures and wastewater as a carbon rich feedstock. The research team hopes its work will lead to a resource recovery system where the carbon present in wastewater can be converted into a marketable, environmentally friendly plastic that can replace petroleum-derived polymers.

### State's largest dieback conference

Western Australia's largest *Phytophthora cinnamomi* (dieback) conference was held on 2009 World Environment Day – June 5 – at Murdoch University. Director of Murdoch's Centre for *Phytophthora* Science and Management, Professor Giles Hardy, and other Centre members met with scientists, government officials, land managers, students and teachers to discuss the latest research and proposed solutions.

### WA2020

Murdoch-based WA2020 is a future-orientated look at sustainability in Western Australia, with alliances with a number of WA government departments, research centres, think tanks and industry. The project brings the community together to discuss, debate and plan for the State's future, and has committed to sponsor a conference, a number of reports and papers, and already coordinates an online discussion forum.

# People

## Supporting Staff

To provide additional support to staff and strengthen Murdoch's ongoing capacity, the University established the Organisational Capability (OC) Unit. The Unit will develop a cohesive and integrated capability framework to support Murdoch's strategic plan and direction. In July 2009, 60 senior leaders from across the University attended a Leadership Development event – Investing in People. As a result of attendees' positive response, the OC Unit will develop future similar initiatives.

The Higher Education Leadership and Management (HELM) program was again offered to staff in 2009 to help develop staff management skills while completing units of study. The completed units can be credited towards a postgraduate Law and Business qualification.

A range of staff development programs focusing on teaching quality, education technology and postgraduate supervision were conducted over the year.

Development opportunities were provided for the Research Institute Directors to assist them in building effective stakeholder engagement, including government relations, key messaging, positioning and influence, media training and strategic networking, in support of the University's research and development activities.

Staff awareness of Indigenous culture and of being inclusive of Indigenous knowledges, traditions, languages and practices in academic settings, was enhanced through a training program, Aboriginal Cross-cultural Awareness Training: First Steps Towards Cultural Competence for Educators. The training was presented by Nyungar man and respected member of the higher education community, Mr Kim Collard.

## Industrial and employee relations

The University has been negotiating a new Enterprise Agreement in 2009. Some industrial action was undertaken by unions. Staff received a four per cent salary increase in June and a \$1,000 top up payment in December.



## Equal Employment and Opportunity

Murdoch University continues to record improvements in key diversity indicators. Over the 2008/2009 reporting year the proportion of women at senior manager levels increased from 40 per cent to 44 per cent. The numbers of Academic staff from culturally diverse backgrounds increased by nine per cent and the numbers of general staff from culturally diverse backgrounds increased by 35 per cent over this time.

All staff were requested to update their diversity information during the year, which improved the reliability of the University's diversity statistics.

A new Equity and Diversity Plan for 2009 – 2011 was developed and endorsed by the Vice Chancellor in 2009. The new Plan contains strategies in each of the key areas of Management and Institutional Commitment, Staff Equity, Student Equity and Communication, Review and Amendment.

## Occupational Safety and Health (OSH)

Murdoch University is committed to providing a safe work environment for its staff and students, and has extensive OSH policies and procedures in place.

In 2009 the University, in conjunction with all other education facilities, participated in a self-evaluation of its OSH and workers' compensation systems which was organised by the Australian University Safety Association. An external assessment of the OSH management system was also undertaken by Zurich Insurance and the University. Additionally, in October, the labour hire agency Drake International undertook several workplace inspections where labour hire staff are employed.

The University is in compliance with its legislative duties regarding Workers' Compensation and Injury Management. A new position 'Injury Management Coordinator' was created and filled to ensure adherence to legislative requirements and to assist injured workers with compensation and injury management.

To further embed OSH awareness:

- the number of elected and trained OSH representatives has been increased
- OSH is an agenda item for Murdoch's Leadership Management Group
- the OSH website has been improved
- all new staff are required to attend an OSH induction program
- OSH Committees meet regularly
- staff surveys on relevant issues are conducted.

## Annual Performance 2008 – 2009

Indicator	2008-2009	% Reduction
Number of fatalities	0	
Lost time incidence rates	0.9%	Reduction of > 10%
Lost time severity rates	0.6%	Reduction of > 10%
Percentage of workers returned to work within 28 weeks	92.0%	
Percentage of managers trained in OSH responsibilities	17.0%	





## Global Perspective

Murdoch University has an increasing international focus and sphere of influence.

### Educational Partnerships Service Centre

The establishment of an Educational Partnerships Service Centre (EPSC) in August 2009, has further strengthened the University's international and domestic relationships and partnerships.

The EPSC's key roles are to:

- facilitate an effective and consistent approach to developing, managing and servicing partnership arrangements between the University and its domestic and international clients
- develop and coordinate international relationship strategies
- coordinate transnational course proposals and agreements
- provide administrative services for domestic partnership agreements, student exchange, study abroad, Memorandums of Understanding, collaborative and articulation agreements
- liaise between the University and its feeder college, the Murdoch Institute of Technology.

### Growth in transnational education

Transnational student enrolments grew to 2,737, an increase of 16.6 per cent over 2008's figures. The number of Murdoch students studying in overseas partnership arrangements rose to around 15 per cent of the total Murdoch student population.

Student numbers at the Singapore campus, which operates in partnership with the SMA School of Management, increased by 18.2 per cent to 1,549 in 2009. An on-site Murdoch Academic Dean was appointed this year to oversee transnational operations in Singapore and Malaysia.

Murdoch enrolments at Kaplan Higher Education grew by 36 per cent to 605 in October. A new state-of-the-art campus was also established at Wilke Edge, Singapore in conjunction with Kaplan.

Operating in partnership with Global Institute Middle East, Murdoch Dubai completed its first year of teaching in mid-2009.

Murdoch University Admissions and Accreditation Officers have been appointed to work on-site at Murdoch Singapore, Murdoch Dubai and KDU College in Malaysia to enhance service and to interface between the University and prospective transnational students and provide face-to-face admissions advice and services.



### Discovery Exchange Scheme

Under this scheme, South Street campus students can study for a semester or trimester in either Singapore or Dubai and students enrolled in the Singapore and Dubai campuses can spend a semester in Western Australia for no additional tuition costs.

### Murdoch Institute of Technology (MIT)

From the 370 new enrolments in the MIT Diplomas and Murdoch University Preparation course in 2008, 295 students entered the University in 2009. In August this year the Institute was purchased by Kaplan Higher Education.

### China Engagement Strategy

A new China Engagement Strategy and Plan was developed by Murdoch Faculties in 2009 to create and foster strategic partnership relations with Chinese universities. In September a delegation of School and Faculty Deans and a newly appointed Project Director for International Relations (Asia) visited a number of Chinese education institutions to implement the strategy. This was followed by an official visit by the Deputy Vice Chancellor (Faculty, Enterprise & International) in October to finalise partnership arrangements and jointly sign agreements with partner institutions.

A significant outcome of the China Engagement Plan has been the finalisation of arrangements for visiting scholars from four Chinese universities to both teach and collaboratively research with colleagues at Murdoch University.



### International success for Murdoch Law School

The inaugural European Summer Program in Law took place at Italy's University of Macerata. A group of 35 Murdoch Law School students spent four weeks in Macerata, studying units in European and International law.

During 2009 Murdoch Law School entered into a new partnership with the City University of Hong Kong for delivery of the Law School's Chinese program which leads to a Postgraduate Certificate in Chinese Law. Students will study Chinese legal institutions and legal concepts in Hong Kong and observe Chinese legal and government institutions during a field trip into mainland China.

Murdoch Law School was ranked sixteenth out of 250 law schools in the prestigious William C Vis International Commercial Arbitration Moot held in Vienna after Easter.

At the Foreign Direct Investment Moot in Frankfurt this year, a Murdoch mooting team was ranked third overall and first out of 19 law schools for its written respondent memorandum.

### Business focus on China

Murdoch Business School offers two courses with a China focus – the Bachelor of Commerce with a major in Chinese Business and the MBA International Business: China. During 2009 students participated in field trips and work experience in China.



## Building for the future

During the year, Murdoch University continued to invest capital in a program of infrastructure and maintenance projects, also working closely with state and local governments on planning in and around its Western Australian campuses.

### Masterplan

The University's strategic development plan to 2038 and beyond was amended and endorsed by the City of Melville pending another level of state government structure planning. The plan responds to Murdoch's involvement in recent state and local government policy initiatives and will guide University development with both business and government.

### Projects completed in 2009

#### WA's Best Health/Aged Care Building 2009

The Health Research building opened in February 2009, on time and on budget. The building is home to the Institute for Immunology and Infectious Diseases, a world-leading institute in immunology and HIV research, and was recognised for construction excellence and awarded Best Health/Aged Care Building by the Master Builders Association (WA) and for Professional Excellence in Building by the Australian Institute of Building WA Chapter.

### Discovery Way and public transport

The new principal road through the South Street campus from east to west, Discovery Way, was opened in 2009 to form an important public transit route between the Murdoch train station and the University.

Working with Transperth, the University has made significant investment in obtaining frequent and convenient bus services between Murdoch train station and the University.

### Sporting facilities

Multi-purpose courts and sporting fields at the north end of Bush Court were completed, ready for 2010.

### New student accommodation

New accommodation for around 300 students was completed and fully occupied prior to Semester 1 of 2009, managed by Campus Living Villages.

### The Student Centre

An ambition to make life easier for students resulted in The Student Centre - a vibrant, modern space specifically designed as a single point of contact for student queries and recruitment. The project included the co-location of the administrative support needed for delivering prompt service for both prospective and current students.

### Asbestos removal

The four-year project to remove all asbestos cement roof material by 2009 was completed at a cost of \$10 million.

## Future planning and projects

Planning and/or construction is underway on the following projects:

### Small animal surgery building and veterinary facilities

Facilities to deliver a world-class clinical experience for veterinary students and expanded surgical facilities are expected to be open in mid-2010.

### Learning Link

A specialised hub for an experienced and mature student base undertaking Murdoch's new postgraduate programs and partnerships will be completed in June 2011. The building will incorporate a range of flexible formal and informal learning spaces and state-of-the-art technology and infrastructure.

### Engineering accommodation and pilot plant

This building will accommodate a pilot plant facility at ground level constructed like a microbrewery with large viewing areas to facilitate student learning. It will also house the normal industrial process plant and a variety of process equipment for industrial biotechnology applications. The new engineering building will feature energy-efficient design and an outdoor laboratory for studying solar panels, wind turbines and other external energy installations.

### General accommodation

A new prominent two-storey building will house the majority of Murdoch Business School staff and the Murdoch Institute of Technology, raising the profile of both bodies.

### Sports science and exercise physiology hub

A new sports science and exercise physiology hub will be adjacent to the existing recreation centre located at the front of the campus. The new building will include an exercise physiology laboratory, a rehabilitation, strength and conditioning clinic, and a biomechanics laboratory.

## Strategic activity centre at Murdoch

The State Government is creating a strategic activity centre at Murdoch based on predicted future use of a highly networked public transport system. Its success depends on harnessing the intellectual capital and economic multiplier effect of several institutions, including Murdoch University, the existing St John of God Private Hospital, and the newest hospital to be constructed in WA – the Fiona Stanley Hospital. Murdoch is pursuing a strategy to maximise the education and research opportunities that flow from this state priority, including:

- planning for development in the Eastern Precinct (as outlined in the University's Masterplan)
- continuing construction of an internal road network that creates the public transport link through the campus, past the hospitals and to the Murdoch train station.

## Murdoch University Endowment Fund

Murdoch University's endowment investments recovered well from the global financial crisis in 2008, with a net positive return in 2009 of \$3.2 million, and a balance at the end of the year of \$36.9 million. The endowment investments are in a conservative investment portfolio, in accordance with the University's investment policy.

During the year, the University's endowment was utilised to support a strategic land purchase, to initially support the needs of the School of Veterinary and Biomedical Sciences. In addition, there was ongoing financial support for the University's Research Institute Directors, which are strategic positions to enhance the University's research activities and performance in key areas of research strength.

The development of St Ives Stages 8 and 9 continued during the year, with the first sales completed towards the end of the year. The project comprises the construction of additional self-contained units, apartments and supporting infrastructure to complement the existing St Ives retirement village. The capital cost of these stages is around \$40.0 million with an estimated return to the University of \$13.0 million by early 2011.





# Governance and Planning

## Organisational Structure and Governance



### Senate

Chancellor  
Terry Budge  
BEcon, FAICD, FAIBF, FAIM

Senate is  
comprised of  
19 members.



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

- Committee on University Entrance
- Academic Quality Audit Committee
- Learning and Teaching Committee
- Educational Technology Committee
- Student Appeals Committee
- Student Equity and Social Justice Committee

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





## Executive

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

Deputy Vice Chancellor  
 (Faculty, Enterprise  
 and International)

**Professor Gary Martin**

MEd, MACE, AITD

Deputy Vice Chancellor  
 (Corporate)

**Mr Ian Callahan**

BCom, CA, FFIN

Deputy Vice Chancellor  
 (Academic)

**Professor Jan Thomas**

BSc, BVMS, MVS, PhD,  
 MACVSc, FAICD

Deputy Vice Chancellor  
 (Research)

**Professor Jim Reynoldson**

BSc(Hons), PhD



- Faculties
- Academic Planning
- Academic Staff
- Regional Campuses
- International Campuses
- International Relations
- Educational Partnerships (Domestic and International)

- Financial Services
- Commercial Services and Businesses
- Human Resources Management (EEO and OESHR)
- Information Technology Services
- Physical Facilities and Infrastructure Management
- Property Development
- Corporate Communications and Public Relations
- Management Reporting
- Statistical Reporting

- Academic Policy
- Student Life and Learning
- Student Liaison and Recruitment
- Educational Development
- Organisational Capability
- Indigenous Education
- Quality Assurance and Reviews
- Equity and Social Justice
- Library Services

- Research Policy
- Commercialisation of Research
- Central Research Funds Management
- Ethics Management
- Innovation
- Murdoch Link
- Research Management Support

## Senate as at 31 December 2009

### Members Ex Officio

#### Chancellor

Mr Terry Budge, BEcon, FAICD, FAIBF, FAIM

#### Vice Chancellor

Prof John Yovich AM, BSc, BVMS(Hons), DipLargeAnimalSurg,  
MS, PhD, Diplomate ACVS, MAICD

### Members appointed by the Governor

#### Deputy Chancellor

Ms Eva Skira MBA, BA(Hons), SF Fin, FAICD, FAIM

Mr Brian Aitken, NZCM

Mr Russell Gibbs, DipT

Mr Garry Hunt PSM, BBus, DipLGov, FLGMA, FAIM

Ms Maxine Murray, BA W.Aust., DipEd W.Aust.

### Members elected by the academic staff

Assoc Prof Pia Broderick, BA(Hons) Psychology, MA  
Applied Psychology Curtin, PhD W.Aust.

Dr Marian Kemp, BEd Lond., MEd Murd., EdD Murd.

Assoc Prof Lance Fung, BSc(Hons), MEng, PhD W.Aust., GradDipBus,  
MIEAust, CPEng, MACS, SMIEEE, MACM, PCP

### Member elected by non-academic staff

Mr Darren Munday, BBus

### Members elected by and from amongst the students

Ms Basha Stasak

Ms Courtney Robertson

### Members elected by Convocation

Ms Janice Bowra, BSc, MBA, MPH

Dr Lyndy Scott, BSc, BVMS, MBA, MACVSc, FAICD

### Members co-opted by the Senate

Mr Tony Iannello, BComm, FCPA, SF Fin, FAICD

Mr Paul Niardone, BA, MBA

Dr Stewart Washer, BSc(Hons), PhD

### Secretary to Senate

Mr Jeremy Rigg, LL.M, BSc, ACIS

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





## Statement of Expenditure

Section 175ZE 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 on certain classes of organisations.

The total expenditure incurred by the University during the 2009 financial year on those organisations was \$3,214,017.

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

(a)	Advertising Agencies	\$1,658,014
	Market United Meerkats	
(b)	Direct Mail Organisations	\$49,957
	Lasermail Pty Ltd	
(c)	Media Advertising Organisations	\$1,408,071
	Community Newspapers Group Ltd Adcorp Maxus Mindshare	
(d)	Market Research Organisations	\$97,975
	Painted Dog Synovate	



## Risk management

The University's Senate is responsible for risk management policy and monitoring across the University and established the Audit and Risk Management Committee (ARMC) to assist with this responsibility.

The ARMC, which reports to the Senate, ensures risk management issues (including financial, legal, reputational and other risks) are adequately addressed.

The Senate approved a Risk Management Policy based on the Australian Standard AS/NZS 4360, and in accordance with this policy, Executive records strategic risks, controls, and risk rankings in a Strategic Risk Management Register. This register is submitted to Senate for approval, and the current mitigation strategies for the top three strategic risks are reported to the ARMC quarterly.

The University is monitoring developments with international standards and will update policy if required.

In 2008, an external consultant was engaged to review the University's risk management framework. The ARMC accepted the consultant's recommendations for developing risk management at operational levels, and progress was made during 2009 to implement detailed recommendations. In particular a Risk Management Steering Committee was formed to enhance the University's risk management framework and endorsed a template to assist staff identify risks and a procedure to escalate extreme and high risks to Executive.

Senate also approved an Internal Audit Charter detailing the purpose, authorities and responsibilities for the Office of Internal Audit and Risk Management. The Office has independent status and reports to the ARMC. The Charter requires the Office to develop short and long-term audit plans for ARMC approval. Plans are risk-based and cross-referenced to the Strategic Risk Management Register. For each audit it undertakes, the Office issues reports with risk-ranked recommendations to management for action and to the ARMC for information.

## Corruption prevention

The University's Strategic Risk Management Register identifies 'Improper or illegal Conduct by Staff' as a risk and lists controls in place, which include:

- policies to promote good conduct: e.g. Code of Ethics, Code of Conduct for Research, Purchasing Policy, Purchasing Card Policy, and Anti-Fraud Policy
- administrative and financial controls: e.g. employment checks, delegations of authority and segregation of duties controls
- internal reviews and checks: e.g. Internal Audit activity, Office of Finance Planning and Reporting checks.
- Education: e.g. presentations on understanding conflicts of interest.

The Code of Ethics requires staff to act at all times in a lawful and ethical manner. The Code of Conduct for Research requires researchers to disclose any conflict of interest which has the potential to influence their research. Purchasing Policy requires ethical behaviour by purchasing staff and promotes value for money purchasing.

The Anti Fraud Policy outlines the procedure for initially reporting fraud and the composition and role of the Anti Fraud Management Group (AFMG). The AFMG comprises senior staff, including the Director of Internal Audit and Risk Management, and is responsible for conducting initial reviews of alleged corruption and subsequent reporting to the Executive and to the Corruption and Crime Commission. No allegations of corruption were referred to the AFMG during 2009.

Delegations of authority reduce risk exposures from less experienced staff and the segregation of duties provides a layer of internal checks in systems, particularly where there is potential for financial loss through error or intentional actions.

Internal Audit Plans include executive concerns and are approved by the ARMC.

In 2009, the University's General Counsel presented a number of seminars to develop better understanding among staff of conflicts of interest, and to emphasise the importance of declaring conflicts of interest.

The corruption and misconduct prevention controls are continually being reviewed and improved. During 2009 purchasing delegations and procedures were centralised to improve purchasing controls, and management requested increased internal audit reviews over expenditure.

In 2010 a new travel requisitioning system will be implemented to improve controls and procedures relating to travel.

## Records management

The following information is provided in accordance with Standard 2, Principle 6 of the State Records Act 2000:

A review of the University's recordkeeping policies and procedures was completed in 2009. The revised policies and procedures incorporate best practice recordkeeping standards and facilitate the University's compliance with its legislative environment, in particular the State Records Act 2000.

In late 2009, the University commenced planning of an Electronic Document and Records Management System (EDRMS) that will manage the creation, capture, storage, maintenance and disposal of digital records. Stakeholders have been consulted and critical business functions documented. Detailed specifications have been developed to assist selection of the most appropriate EDRMS product to meet the University's needs.

The University's online recordkeeping awareness training course provides staff with a comprehensive explanation of their responsibilities under the State Records Act 2000. Compliance responsibilities are also explained at induction sessions and new staff are also enrolled in the online recordkeeping awareness training course. This will be revised in 2010 to reflect the impact of the EDRMS implementation.

## Information Technology Strategic Plan

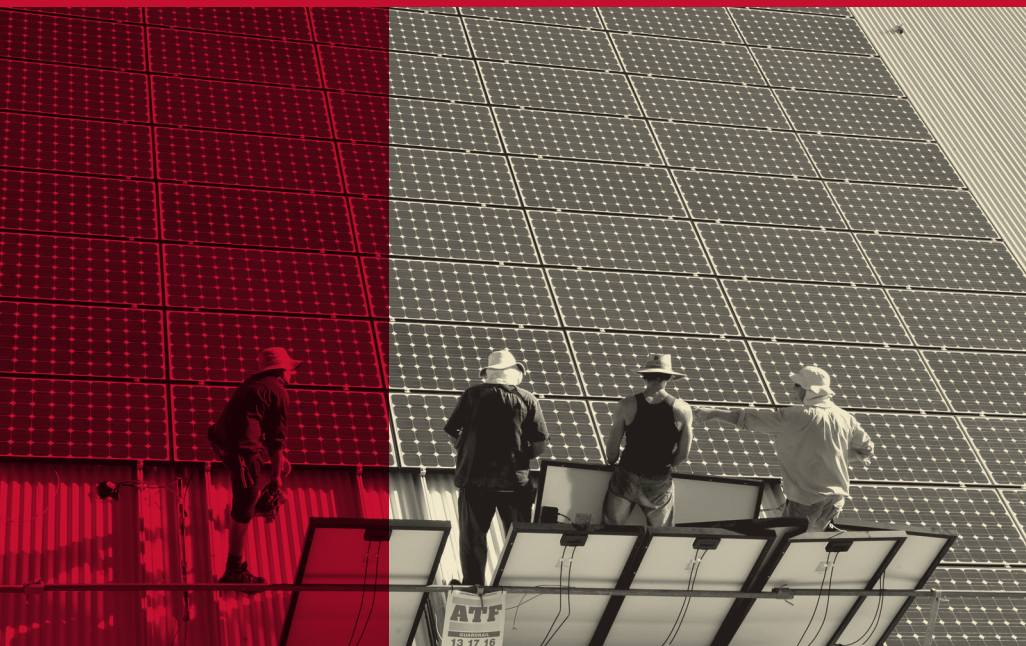
Murdoch's IT Strategic Plan 2007 – 2010 progressed this year with the implementation of Phases One (Finance, HR) and Two (Student Services and Research), which introduced new systems and improvements to business processes, including:

- a new research management system – Integrated Research Management Application (IRMA) – for research grants, ethics, publications and HDR student records
- the initial development of new data warehouse system to support operational reporting and strategic planning
- online entry and approval for leave requests
- online timesheet entry
- finance systems and processes improvements, establishing clear lines of responsibility
- new and improved staff and student communication systems
- streamlining some key finance, human resources, research and student management services
- a queue management system in the new Student Centre

A number of significant improvements were made to the University's ICT infrastructure, including:

- installation of high-speed fibre connections between each of the campuses
- a new computer room with redundant power supply in the Health Research Building to provide long-term capacity to remain operational during a crisis
- completion of a two-year data network upgrade to replace all key equipment, significantly expanding capacity to deal with new and emerging demands of a modern data network
- dual network paths to all buildings to ensure redundancy in case of a disaster
- continual upgrading of equipment in all major teaching venues, with the addition of video capture of lectures in selected venues, to keep pace with growing student demands to access material outside normal operating hours
- extension of wireless access points to allow staff and students to connect to the network in more locations than previously possible

The focus is to continually improve internal IT operational efficiency to respond to the growing and diverse demands of staff and students. This includes the progressive implementation of "ITIL" (IT Infrastructure Library) compliant processes and improvements to the Project Management methodology. These improvements will ensure that the IT function remains cost effective and relevant into the future.



## Sustainability

The University's commitment to becoming increasingly sustainable was extended in 2009 with the ongoing roll-out of its Environmental Sustainability Program. Investments were made in a variety of sustainability activities across South Street campus over the year.

### Carbon reduction and renewable energy

The University continued to source 15 per cent of its electricity from renewable green power, in addition to the renewable energy generated from the 192-panel, 26Kw photovoltaic (PV) system on the library roof. A new 171-panel, 30Kw solar system was added to the array in December to significantly enhance the University's efforts to reduce its carbon footprint, and provide learning resources for students. The new PV project also involved upgrading the system's website and its educational information, such as panel and ambient temperature, wind speed and solar radiation.

A detailed analysis of the University's carbon and greenhouse footprints was completed as part of the voluntary Greenhouse Challenge Plus program, identifying key areas for future focus. Around 400 twin sets of fluorescent light fittings containing polychlorinated biphenyls were recycled and replaced with safer and more energy-efficient lights. Software is being developed to better track and manage the University's vehicle use and fuel consumption. Three secure bicycle compounds and numerous new bike racks installed in January have encouraged an increasing number of people to cycle to campus.

### Water

A Water Efficiency Management Plan commenced in 2009 with audits of toilets, urinals, showers and water metering requirements. All missing or non-functioning aerators were replaced with water-saving models and by early 2010 all single urinals and single-flush cisterns will be replaced with waterless and dual-flush models. Despite difficult climatic conditions, groundwater abstraction was again successfully maintained below license limits, aided by initiatives such as the retirement of around 4,600m<sup>2</sup> of turf.

### Recycling

A detailed recycling and waste audit conducted by staff and students was used to develop an improved waste and recycling management system and communications plan. Extensive new labelling, signage and awareness campaigns will be launched in 2010, aiming to significantly increase recycling, eliminate contamination and reduce waste disposal. Recycling programs for polystyrene and foam, fluorescent light bulbs, toner and ink cartridges, mobile phones, CDs, DVDs and Christmas cards have been implemented, with approximately 5,000 cards and 150m<sup>3</sup> of polystyrene and foam recycled last year. Eighty-five new recycling and waste bin enclosures were installed, significantly increasing the number of recycling bins on campus.





## Greener buildings and infrastructure

Murdoch's new student accommodation featured solar hot water systems and greywater recycling for reticulation. The award-winning Health Research Building was commended by the Master Builders' Association for its sustainability design features. These include: northern orientation, ample natural lighting, large roof overhangs and window louvres, energy-efficient lamps, sensor lights, footings and columns with fly-ash content, bike racks, water-efficient fixtures and the use of recycled and recyclable carpets. Discovery Way, through the centre of campus, is the new route for four well-used bus services between Murdoch bus and train stations and campus, and was designed especially for buses and cyclists, with dedicated roadside bike lanes.

## Biodiversity

Three years of Carnaby's cockatoo surveys concluded in 2009 and the first quenda survey was undertaken across campus. The results were used to update the Carnaby's cockatoo and quenda Management Plans. Nest tubes were installed to encourage breeding and recovery of the endangered Carnaby's population. A massive planting effort was also undertaken across campus to enhance Carnaby's, quenda and other habitat with more than 9,000 native trees and shrubs planted by grounds and farm staff and volunteers in 2009. Around 5,000 of these were planted in the expanded wildlife corridor – the third year of a planting effort to link the Chelodina Wetland and Banksia Woodland on campus. Enhancement of two new Carnaby's cockatoo reserves was also undertaken with seedlings grown from seed collected on campus (provenance genetic stock).

The University was also involved in the wider community to aid the Carnaby's cockatoo survival, such as recent research using radio or satellite transmitters to track the black cockatoos following rehabilitation to the wild, never done before in Western Australia, and to monitor the success of their return.

## Stakeholder involvement and awareness

A Green Team pilot program was launched in 2009, with five offices participating in a trial to improve office sustainability. A kit of information, checklists and resources was developed and trialled for implementation in 2010.

The Green Team is part of a campaign to raise staff, student and community awareness about the importance of acting sustainably and includes ongoing student and staff inductions, seminars and information stalls, such as TravelSmart. The University will launch a new website, Green Planet, in 2010 to provide information on sustainability, showcase initiatives on campus, and outline staff, student and community action for reducing their individual carbon footprint.

Achievements



## Community Engagement

### Engaging the community

Being an active community partner and participant is a major focus for Murdoch University and in 2009, a broad range of community activities were again undertaken.

### Murdoch Law School sponsors Bill of Rights debate

In association with the Southern Communities Advocacy and Legal Education Service (SCALES), Murdoch Law School sponsored a debate on the topic Is There a Need for a Bill of Rights? Participants included the current and former Western Australian Attorneys General, the Hon Christian Porter MLA and the Hon Jim McGinty MLA.

### Inaugural Michael D Kirby Human Rights Forum

The inaugural Michael D Kirby Human Rights Forum was hosted by the Law School in October. The Forum's keynote speaker was its namesake, recently retired High Court Justice the Honourable Michael Kirby AC, CMG, who was also awarded an Honorary Doctorate by the University earlier in the year.

### Banksia Association Lecture

Murdoch University's 2009 Banksia Association Lecture What the Obama administration means for Australia was presented by the Hon Professor Kim Beazley AC in July. Professor Beazley reflected on the nature of the Obama administration and the current issues facing the international state system in order to examine potential impacts on Australia's alliance relationship with the United States.

### Focus on breastfeeding

Midwives from around the state attended a breastfeeding seminar at the Murdoch University Peel campus in June. The class was conducted by senior lecturer Catherine Fetherston and midwife and teacher Shaughn Leach.

### Chiropractic treatment for state's North-West

Fifth-year Murdoch chiropractic students went to regional WA in August to provide free treatment to the Indigenous population and others who are unable to afford treatment. The students conducted free clinics at Carnarvon Regional Aboriginal Medical Service under the supervision of Murdoch's senior lecturer in Chiropractic, Dr Bruce Walker.



## Students in India for Chiropractic and Sports Science

Students from the School of Chiropractic and Sports Science travelled to Siliguri in India to treat communities (including children) who work in a rock-breaking factory. Funds raised at the annual Hands on India Charity Ball paid for first aid and medical supplies as staff and students paid their own airfares.

## Engaging with schools

An extensive and exciting array of events to engage with secondary schools was again undertaken this year, including:

### Be an Engineering or Science Student for a Day

The Faculty of Minerals and Energy ran its inaugural Be an Engineering or Science Student for a Day. This successful event attracted around 50 students from schools across the state who took part in activities including programming robots, hands-on demonstrations in the engineering laboratories, racing hydrogen cars and physics demonstrations.

### WA Science and Engineering Summer School

The University hosted the annual WA Science and Engineering Summer School. 60 high school students from across WA came to the University for the residential Summer School to discover more about science and engineering.

### Chemists of the future

The annual Western Australian finalist competition in the National Titration Stakes was again hosted by Murdoch University. Western Australia's best 15 secondary school teams competed in chemical analysis, the most accurate winning the title.

### Lego League Robot Competition

The University again hosted the Western Australian FIRST LEGO League Robot Competition. The annual event is open to teams of children from eight to 16 years of age. Five schools competed, programming robots to complete a series of tasks related to sustainability on a model village.

## Inaugural mooting competition

Aspiring law students and mooters from Perth's secondary schools participated in the inaugural Jackson McDonald Cup mooting competition, led by Murdoch University's student body Moot Court Bench.

## Girl Guides blown away

Murdoch scientists helped 30 Girl Guides make anemometers (wind-speed measuring devices) to use to measure the wind across ten different WA sites from Kununurra to Albany.

## Local Rockingham TEE students prepared for exams

97 Rockingham High School students spent a day at the Rockingham Campus for revision sessions on the TEE subjects Physical Education Studies and Human Biology, as well as Exam Preparation Techniques.

## University sponsorships for 2009

The University undertook a review of its sponsorships during the year to find new partnerships which have better synergy with its values and mission.

Murdoch University signed a three-year partnership with Sunset Events, becoming a major sponsor of three of their events – One Movement for Music Perth, Southbound, and the West Coast Blues and Roots Festival. This sponsorship is aimed at the Gen Y student market (both current and prospective students) and gives Murdoch the opportunity to engage with them in an exciting environment.

The number of events conducted to develop stakeholder engagement was also increased in 2009 and included:

## The West Australian Leadership Matters Series

Seven of these events were conducted and featured the following speakers:

- Dr Markus Miele, Managing Director of Miele
- Brett McCarthy, Editor of The West
- Christine Christian, CEO of Dun & Bradstreet
- Deputy Prime Minister Julia Gillard
- Glen Boreham, Managing Director, IBM Aust and NZ
- Wal King, Chief Executive, Leighton Holdings
- Michael Luscombe, CEO of Woolworths.

## CEDA (the Committee for Economic Development of Australia- WA)

One CEDA event was conducted in 2009 entitled Why Investment in Early Childhood Education Makes Economic Sense.

achievements





## Murdoch University Foundation

### Inspiring achievement and changing lives

For almost 35 years, Murdoch University has successfully worked with community-minded individuals, organisations, government and business to benefit the community through research, education and community projects. In 2003, Vice Chancellor Professor John Yovich established the Murdoch University Foundation to develop such partnerships and encourage financial support for the University's mission.

The Foundation supports specific Murdoch programs and projects and is developing an endowment by seeking donations from the public and corporate sector. In the future, this endowment will generate profits from appropriate investment activities.

Murdoch University has many goals and aspirations for its students and the community in its quest to stay at the forefront of both education and research, which the Foundation helps to achieve with community support.

The Foundation is an Australian Taxation Office endorsed Deductible Gift Recipient so gifts are tax deductible. It is governed by a Board of Trustees chaired by the Vice Chancellor and includes six voluntary members – Ian Callahan, Karen Brown, Terry Budge, Emeritus Professor Kateryna Longley, Emeritus Professor Geoffrey Bolton and Richard Alder. Since its inception, donations and sponsorships through the Foundation have totalled more than \$12.2 million and it has made grants to the University worth \$2.6 million.

### 2009 achievements

In 2009 the Foundation attracted significant donations, sponsorships and pledges for a range of projects and programs.

In total, the Murdoch University Foundation received income of \$6.9 million, another substantial increase over previous years.

### The Genesis campaign

In 2007 the Foundation embarked on its most ambitious capital fundraising campaign to date – the Genesis Campaign – to raise \$10 million toward the establishment of the Institute for Immunology and Infectious Diseases. The Institute, housed in the award-winning Health Research Building, will enable Murdoch researchers to advance their groundbreaking work on HIV AIDS and other infectious diseases. Well-known WA philanthropists, Stan and Jean Perron, agreed to be patrons of the campaign and in 2009 the University received its most significant contribution from Lotterywest with a grant of \$5 million towards the Health Research building.

### Murdoch University International Theologian Fundraising Campaign

Established in 2005 with an initial fundraising target of \$750,000, the Murdoch University International Theologian Campaign had received \$748,000 at the end of 2009 as part of a pledged total of \$850,000. The campaign established an endowment fund with interest covering the costs of an annual visiting international theologian to engage with the Murdoch and wider Western Australian communities. The second visiting theologian, Professor Robert Eric Frykenberg, visited Perth in October and presented a number of public lectures and seminars.

### Support, prizes and scholarships

During 2009 the Foundation received \$25,750 to establish 11 new prizes and nine new scholarships worth \$29,800. Many of these prizes and scholarships were named in honour of their donors or in memory of someone close to the donor.

The Foundation continued to work with the City of Rockingham to fund the City of Rockingham Chair of Education, an important position focused on increasing participation in education in the region. The Department for Planning and Infrastructure continued support for joint funding of an Associate Professor in Community Planning to be based at Murdoch University for four years.

The partnership between Alcoa of Australia and Murdoch University to fund a Professorial Chair in Sustainable Water Management came to fruition in 2009 with the appointment of Professor Richard Harper. The role will address urgent WA and national water issues including impacts of changing rainfall patterns, water capture, water reuse and recycling. Professor Harper is already working with stakeholders to identify key issues for research and planning.

### **Murdoch University Banksia Association**

The Murdoch University Banksia Association was established by the Vice Chancellor in 2005 to strengthen the University's connections with past supporters including Emeritus Professors and Emeritus Associate Professors, past lay members of Senate, Honorary Degree recipients and others. The Banksia Association has grown to 130 members and in 2007 launched its first special fundraising project to support a student Honours Scholarship in perpetuity. So far \$73,000 has been raised towards a target of \$125,000. The second scholarship was awarded to Psychology graduate Kate Williams at the 2009 annual Vice Chancellor's Banksia Dinner.

### **The Chiropractic and Sports Science Development Committee**

This committee was established in 2007 to raise funds towards prizes and scholarships, staff positions, equipment and community projects for the School of Chiropractic and Sports Science. So far \$595,783 has been raised, including a generous gift of \$500,000 towards the establishment of a mobile health unit to travel to the Pilbara to provide allied health services to regional and remote communities.

For the third consecutive year, generous donors provided funds of more than \$15,000 for a group of chiropractic students to travel to India to work with underprivileged children and communities. A group of students was also supported by regional businesses to travel to communities and mine sites in WA's North-West for clinical experience and to provide onsite healthcare.

### **Grants to the University**

During 2009 the Foundation provided grants to the University for specific projects totalling \$395,330, matching the wishes of individual and corporate donors and sponsors who contributed to the Foundation during the year.

### **The Murdoch University Veterinary Trust**

Established in 1997, the Murdoch University Veterinary Trust helps vets help animals. With support from individuals and organisations, the Trust supports veterinary education, groundbreaking research and quality veterinary care. In 2009 it provided more than \$340,000 in additional support to the School of Veterinary and Biomedical Sciences with the help of the individuals and organisations.

The generosity of contributors provided critical care equipment for the veterinary hospital and brought in renowned veterinarians to teach undergraduates, residents and practitioners. The funds provided shelter medicine to community partners and helped to establish a pet mobility and rehabilitation clinic. The funds also included two new student scholarships and 50 prizes awarding student excellence.

Murdoch's School of Veterinary and Biomedical Sciences is dedicated to continually advancing veterinary education and care. With the global accreditation visit to the School in September, the Veterinary Trust worked with individuals and organisations to refurbish the veterinary library, support new educational programs, modernise production animal facilities and support the costs of the accreditation program. Planning is underway for major improvements to the School in the next 5 years.

### **Murdoch University Art Collection**

In 2009 the Art Collection implemented a major review of both its Indigenous and non-Indigenous collections, with the aim of harnessing the Art Collection's acquisitions history and exploring opportunities for future focus and development.

Whilst the collection will continue to acquire works under pre-existing themes, the review has assisted in evolving its long term-vision and created opportunities to focus acquisitions of newly developed themes.

The Art Collection's marketing strategies were advanced considerably throughout 2009 by the Murdoch exhibitions calendar, which attracts community and industry members to the campuses, and also by loaning works from the Art Collection to major arts and corporate collections throughout the state.

Mr Alan Dodge, was announced as the Art Collection's next Art Board Chairman at the annual exhibition in November, following the retirement of Mr Chris Hill. Mr Dodge's contribution to the Australian Arts industry was recognised by his appointment as a Member of the Order of Australia in the 2009 Australia Day Honours program.

The Artist in Residence program, managed through the School of Veterinary and Biomedical Sciences, saw its second artist, Dr Perdita Phillips, produce a wonderful body of artwork after working with scientists, educators and students throughout 2009.

The Art Collection's Donors' Program received significant and valuable artworks, valued at more than \$200,000 in 2009.

Donations and gifts were received from Alan Dodge, Richard Barker, Robert Owen, Tony and Pam Jones, Dr Ian and Sue Bernadt, Professor Ted Snell, Bob Brighton and the Estate of the late John Francis Boyd. Through these generous donations and gifts, the collection is able to enrich the teaching and learning experience of Murdoch's students, staff and community members by integrating art into university life.

### **Bequests – the Will to make a difference**

The Murdoch University Foundation continues to assist a growing number of people who wish to leave 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 contribution they may not be able to make during their lifetime.

### **Planning for 2010**

The Murdoch University Foundation is grateful for the support provided by all donors and sponsors and looks forward to an even more successful year in 2010, with an increased focus on Alumni relationships and significant projects on the University's three campuses and in the community.

To learn more about current University projects or how donations can benefit the community and support the mission of the University, visit: [www.foundation.murdoch.edu.au](http://www.foundation.murdoch.edu.au).

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 Barbara Tower  
 Anne True  
 Ninetta & Peter Tsagaris  
 Heather & James Tunmore  
 Fred Varis  
 Vet Class of 2008  
 Vet Class of 2009  
 Virbac (Australia) Pty Ltd  
 Robin Wade  
 Elizabeth Walton  
 A G Warner  
 Dr Elaine Waters  
 Gillian Weaver  
 Wellard Rural Exports P/L  
 June Whelan  
 Rodney Whitbread  
 Judy White  
 John Widger  
 R Wilcox  
 Pam Wilkinson  
 E Wilson  
 Katherine Wood  
 Wendy Wood  
 John Woods  
 M Worton  
 Brigid Woss  
 Sally Yap  
 Elise Young  
 Peter & Tania Young  
 Prof John & Dr Jane Yovich  
 Barbara Zimmerman  
 Barbara Zupanovich

## Veterinary and Biomedical Sciences Prizes

Abacus ALS  
 Dr Peter Adamson  
 Gillian Anderson  
 Australian Biosecurity CRC  
 Australian College of Vet Scientists (Epidemiology Chapter)  
 Australian College of Vet Scientists (Surgery Chapter)  
 Australian Small Animal Veterinary Association  
 Australian Society for Medical Research  
 Australian Society for Parasitology  
 Australian Veterinary Association  
 Bernard Bent  
 Bio Rad Laboratories Pty Ltd  
 Susan Bogle  
 Brian Browes  
 Aadge Bruce  
 Joyce Buck  
 John Campbell  
 Gwenda Carless  
 Marlene Carter  
 Beverley Ciancullo  
 Cottesloe Animal Hospital  
 J Courtney-Bennett  
 Diane Coxon  
 Jane Crawford  
 Megan Criddle  
 Maxine Culley  
 Lois Dawson  
 Department of Environment and Conservation  
 Epichem Pty Ltd  
 Marie Ewen  
 Ross Ewen  
 Fisher Biotech  
 Ian Flack  
 Leonie Forrest  
 Nicola Forrest  
 Geneworks  
 Helen George  
 Linda Gooch  
 Suzie Grice  
 Adrienne Hawkins  
 Sandra Holmes  
 Patricia Howson  
 Interpath  
 Intervet Schering-Plough  
 Peter Kendall  
 Cathy Lazzarich  
 Vanessa Macoboy  
 Robin Marshall  
 Gail McMaster  
 Milne AgriGroup Pty Ltd  
 Nikki Mouat  
 Murdoch Link  
 Murdoch Research & Development  
 Murdoch University Centre of Animal Production Research  
 Murdoch University Commercialisation Office  
 Gwen Nelson  
 Ozgene Pty Ltd  
 Philippa Packer

Sonia Phelan  
 Ronald Phillips  
 Provet WA  
 Qiagen Pty Ltd  
 Quantum Scientific  
 Kerry Reilly  
 Jan Roberts  
 William Romero  
 Yvonne Ross  
 Saturn Biotech  
 Dorothy Serjeant  
 Margaret Shaw  
 George Shea  
 Dr Sue Sparrow  
 Adele Swan  
 Dr David Tennent  
 Jennifer Wade  
 Roslyn Warrick  
 Janet Webbware  
 Wellard Rural Exports P/L  
 Margaret West  
 Dr Barbara Wilcox  
 Letha Williams  
 Antonia Wise

## Veterinary and Biomedical Sciences Scholarships

Drs Clyde McGill & Colleen Rigby

## Caring for Pets Participating Clinics

All Pets Veterinary Hospital  
 Attadale Veterinary Clinic  
 Booragoon Veterinary Hospital  
 Bullcreek Veterinary Hospital  
 Bullsbrook Veterinary Clinic  
 Busselton Veterinary Hospital  
 Corny Point Veterinary Surgery  
 Cottesloe Animal Hospital  
 Doubleview Veterinary Hospital  
 Eastern Hills Veterinary Centre  
 Grantham St Vet Clinic  
 Harradine & Associates Veterinary Hospital  
 Kenwick Veterinary Hospital  
 Kyabram Veterinary Clinic  
 Midland Veterinary Hospital  
 Mira Mar Veterinary Hospital  
 Mt Barker Veterinary Hospital  
 Mt Lawley & Inglewood Veterinary Centre  
 Ranford Veterinary Hospital  
 Somerville Veterinary Clinic  
 South Street Veterinary Clinic  
 St Francis Veterinary Hospital  
 Valley Veterinary Centre  
 Willetton Veterinary Clinic



# Achieve



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