



**2018 Mission Based Compact
 Between the Commonwealth of Australia and Murdoch University**

PURPOSE

This compact is an agreement between the Commonwealth and the University. Entering into a compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a mission-based compact with the Commonwealth for a period that includes that year.

MISSION

Just over a year ago a new 10 year strategic plan was developed by the University to guide and inform the future direction and focus of the University. The Murdoch University *Strategic Plan and Future Horizon 2017-2027* is built on:

- One Purpose: To be a creative force for current and future generations.
- Two Goals: Students and Education - Provide every student with an outstanding education experience, leading our graduates to become innovators fully prepared for their future careers; and Research and Innovation - Provide life changing solutions to complex world challenges.
- Three lenses: Service to society; Collaborative partnerships; and Global outlook.
- Four Pillars: People, values and culture; Financial strength; Physical and digital environments; and Value-add services and operations.

The success of the plan will be measured through the impacts that our graduates, life-changing research, and innovative campus developments make to communities, both locally and across our global locations. Senate monitors the delivery of the strategy through key milestones and KPIs.

Murdoch is implementing a new two College structure designed to support innovative multidisciplinary approaches to research and teaching and operational effectiveness. The Colleges comprise the following disciplines:

College of Arts, Business, Law and Social Sciences

- **Law and Criminology** (Law, Criminology, Clinical Practice, Migration, Business Law)
- **Creative Media, Arts, & Design** (Creative Media, Communications, English & Creative Writing, Theatre & Drama, Philosophy, Theology, AIS)
- **Business** (Economics, Accounting, Banking, Finance, Marketing, Management)
- **Global Studies** (Politics, Sustainable Development, Community Development, IAD, History, Sociology, Languages, Asian Studies, Tourism/ Events)

College of Science, Health, Engineering and Education

- **Psychology, Counselling, Exercise Science and Chiropractic**
- **Nursing**
- **Education**
- **Engineering and Energy**
- **Information Technology, Maths and Statistics**
- **Chemistry and Physics**
- **Agricultural Sciences**
- **Environmental and Conservation Sciences**
- **Medical, Molecular and Forensic Sciences**
- **Veterinary Medicine**

The University is making strategic capital investments in teaching spaces and enabling technologies for research and innovation. This is aligned to the development of Murdoch's Knowledge and Health Precinct, a sustainable mixed use innovation district, and active engagement in the Indo-Asia-Pacific region that strengthens opportunities for research and engagement, and underpins international student growth.

Strategic Plan and Future Horizon 2017-2027: <https://www.murdoch.edu.au/about-us/our-strategy>
Implementing College structures through *Towards 2027*: <https://www.murdoch.edu.au/towards2027/>
Campus Masterplan, incorporating the Knowledge and Health Precinct: <https://www.murdoch.edu.au/life-at-murdoch/perth-campus/our-changing-campus/master-plan>

TEACHING AND LEARNING

Strategies are in place to grow undergraduate student load, both domestically and for onshore and offshore international students. Diversification of the student population strengthens financial resilience which enables the University to be more agile and, in turn, to promote increased student satisfaction, progression, completion and employability.

Ongoing review of academic programs will ensure a financially sustainable, contemporary portfolio of courses, including new and unique offerings developed to meet changing workforce demands (initially focussing on allied health opportunities).

The University monitors and refreshes curriculum design, assessment, pedagogy and delivery methods to ensure they support the varied learning needs of students. Murdoch's unique Career Learning Spine provides practical, transferable skills that support students' career aspirations and employability.

Murdoch is working with major online learning providers to expand digital delivery of courses, up to full degrees.

Our partnerships with Navitas Limited in Dubai, and Kaplan Higher Education in Singapore and Myanmar support growth in transnational enrolments to meet the needs in these fast growing, dynamic regions.

Rollout of the course review process will be supported to assure the academic quality of Murdoch's programs. Preparation for the University's reaccreditation by TEQSA scheduled for 2020 is underway.

Murdoch is exploring and implementing opportunities for licensing/development of courses and course material aligned to career upskilling and life-long learning, including micro-credentialing.

Learning & Teaching Strategy 2015-2020: <http://www.murdoch.edu.au/Learning-and-Teaching/Learning-and-teaching-strategy/>

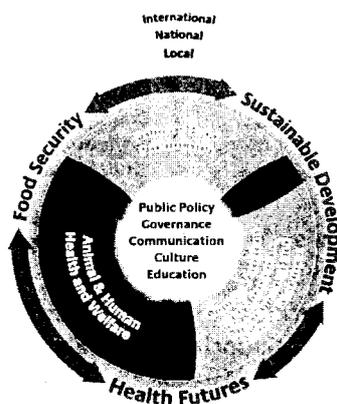
Academic Quality, Curriculum Management and Policy: <http://www.murdoch.edu.au/Curriculum-and-Academic-Policy/>

Transnational Education: <http://www.murdoch.edu.au/TNE/>

Online Study: <https://www.murdoch.edu.au/study/study-online>

RESEARCH AND RESEARCH TRAINING AND INNOVATION

Research and innovation at Murdoch University are built around the themes illustrated in the Research Mandala below. Research activities are shaped towards consolidation and critical mass in those key areas to make a contribution at the local, national and global level.



Research and research active staff are organised around three research institutes:

- Health Futures Institute;
- The Harry Butler Institute for Sustainable Development; and
- Food Futures Institute.

The Institutes ensure that strong partnerships are built and critical mass developed to strengthen research reputation and profile, with areas of multi-disciplinary focus brought together into Centres within the Institutes.

A major area of focus in 2019 is the Australian National Phenome Centre, within the Health Futures Institute, that will accelerate better health outcomes and health care for Australian people, by setting up a world-class platform for transforming how we prevent, identify and treat disease; which will also be a platform for study and translation to address other significant health-related global challenges, including in relation to agriculture and food; linked to a global network of phenome centres. The Health Futures Institute also includes other health-related research Centres, including the Ngangk Yira Research Centre for Aboriginal Health and Social Equity, immunology and infectious disease, and neurological and translational science.

The Harry Butler Institute for Sustainable Development will enhance environmentally-focussed teaching and research, including in biodiversity, biosecurity, bioeconomics, sustainable aquatic systems and water, waste and energy.

The Food Futures Institute will establish a platform for enhancing the University's research strength in primary food production, including grains, meat, fish and agricultural biotechnologies. A whole-of-University approach to innovation is being implemented. This includes effective support for development and registration of intellectual property; an internal innovation fund; a creative innovation space, 'Launchpad'; and student engagement (industry mentors, WIL).

A high quality PhD and postdoctoral development environment supports PhD student load growth. In line with the University's engagement agenda, a significant proportion are international students. HDR completions are encouraged by programs that enhance the quality of supervision (emphasising ethics, mentoring and collaboration), improve candidature management and strengthen student support.

Research and Innovation at Murdoch University: <http://our.murdoch.edu.au/Research-and-Innovation/>

Murdoch University Research and Innovation Plan 2018-2023 (pdf): <http://www.murdoch.edu.au/docs/default-source/research/research-and-innovation-plan-2018-2023.pdf>

Australian National Phenome Centre: <http://www.murdoch.edu.au/Research-capabilities/Separation-Science-and-Metabolomics-Laboratory/Infrastructure-and-Instrumentation/Phenome-Centre-Initiative/>

Harry Butler Institute (in partnership with Chevron): <https://www.murdoch.edu.au/news/articles/murdoch-and-chevron-launch-harry-butler-institute>

HDR Student Support Resources: <http://our.murdoch.edu.au/Research-and-Innovation/Resources-for-current-students/Orientation-resources-and-support-for-research-students/>

EQUITY

Murdoch's student population includes proportionally higher cohorts than sector averages of Low SES students, students with a disability, Indigenous students, students from a Non English speaking background, first in family students, students who have delayed enrolment and students aged over 25.

The Kulbardi Aboriginal Centre, guided by the ATSI Education and Strategy Committee, manages strategies to improve performance in key indicators of Aboriginal educational outcomes including access, participation, retention, completion and success. The Centre also provides student support, academic coaching, study space and learning technologies to support student success. It also coordinates Indigenous tutorial assistance and learner support across all levels of study.

Aspiration-raising among Aboriginal students is supported through the AIME program, leading to a range of entry pathways centred on the K-Track program.

The Reconciliation Action Plan outlines how Murdoch University works towards equity for ATSI people in the areas of Governance, Learning and Teaching, Research, External Engagement and Human Resources. The next iteration of the Plan is being finalized for submission to Reconciliation Australia for endorsement. An important component of the revised Plan is Murdoch's intent to appoint a Pro Vice Chancellor Aboriginal & Torres Strait Islander Leadership.

'OnTrack' enabling program is an on-campus, pre-university course designed to assist people from disadvantaged or disrupted educational backgrounds to enable their entry to university. Murdoch consistently over-enrol this program to meet demand and to support disadvantaged students. The over allocation ratio for 2018 is **3.785**, demonstrating structural problems in the preparedness of students for university.

Given our cohort mix, Murdoch is focussed on students developing 'cultural capital' through academic support, pastoral care and financial assistance (guided by learning analytics) to support students' successful transition to university study.

The allocation and funding of scholarships for domestic undergraduate students enables the targeting of financial support to promote increased participation and retention from these student cohorts.

In November 2017, Murdoch University joined the Science in Australia Gender Equity (SAGE) pilot of the Athena SWAN accreditation program which aims to improve gender equity in STEMM in the higher education and research sector. Self-assessment for our application for SAGE Athena SWAN accreditation is in preparation using data obtained from an institutional Diversity and Inclusion survey, broad staff feedback and quantitative data. Implemented programs supporting gender equity and diversity goals include mentoring and networking opportunities, training and awareness around bullying and discrimination, and introduction of the *Entry to the C-Suite*[®] program.

Reconciliation Action Plan: <http://goto.murdoch.edu.au/RAP>

Kulbardi Aboriginal Centre: <http://www.murdoch.edu.au/Kulbardi/>

K-Track Enabling Course: <http://www.murdoch.edu.au/Kulbardi/K-Track-Enabling-Course/>

Australian Indigenous Mentoring Experience (AIME): <http://our.murdoch.edu.au/Student-life/Join-in/Volunteer-opportunities/AIME/>

Access Pathways (OnTrack, OnTrack Sprint and FlexiTrack): <http://www.murdoch.edu.au/OnTrack/>

Support Services: <http://our.murdoch.edu.au/Student-life/My-First-Year/Support-Services/>

Support for Learning: <http://our.murdoch.edu.au/Student-life/Study-successfully/>

Undergraduate Scholarships: <http://our.murdoch.edu.au/Student-life/Finances/Browse-scholarships/Undergraduate/>

SAGE Athena SWAN: <http://our.murdoch.edu.au/Human-Resources/Equity-and-Social-Justice/SAGE-Athena-SWAN/>

SIGNED for and on behalf of

In the presence of:

THE COMMONWEALTH OF AUSTRALIA

by

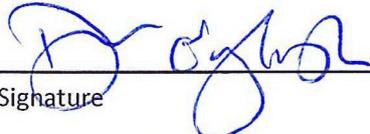
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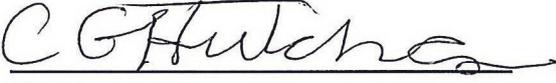
Cate Hutchinson
Witness (please print)

Group Manager
Position

Policy Officer
Position or profession of witness (please print)

of the Department of Education and Training as
delegate of the Minister for Education.


Signature


Signature

9/12/18
Date

SIGNED for and on behalf of

In the presence of:

UNIVERSITY

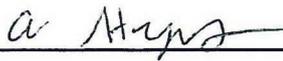
Professor Eeva Leinonen
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Allison Hyman
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Vice Chancellor
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