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Our vision
Murdoch University will be an innovative and enterprising University leading discovery for a better future.

Our purpose and intent
Murdoch University will continue to be a comprehensive research-focused University, with high levels of scholarship informing quality teaching. Through demonstration of leadership in innovation and excellence, Murdoch will develop its students to be their best; its staff to achieve their potential; and contribute to a knowledge society where Australia’s economic and cultural vitality are central. Achievement of this intent will be sustained by:

• Ensuring students can study flexible courses by flexible means in a supportive and engaging learning environment.
• Developing graduates with skills and attributes which will enable them to participate successfully and effectively in society.
• Focusing research endeavour into strategic research themes that provide for future strength and emphasis.
• Enhancing Murdoch’s culture of innovation.
• Continuing to build the quality and reputation of the University.

Our values
Murdoch’s values are an intrinsic part of the University culture. These values give a sense of identity and a continuing context for all its activities.

• Equity and Social Justice.
• Sustainability.
• Global Responsibility.
• Innovation and Entrepreneurship.
Murdoch University

Murdoch has long been recognised for its high quality, student-centred teaching and its multidisciplinary/multi competency approach to course offerings. These teaching and learning strengths are distinctive to Murdoch, and we will further develop capability and investment in these areas. This is what defines and distinguishes us and is also a key point of differentiation in an increasingly competitive sector.

As a research focused university, Murdoch will build on areas of research strength to ensure that future investment, activity and outcomes are directed to these areas as a priority. Research training will continue to be integral to the research effort at Murdoch University.

An improved culture of innovation has been identified as an area for development, to encourage creativity, new ideas and “free thinking”. This culture is fundamental to Murdoch’s values and identity. Resources will be allocated to develop a framework to support innovation and to provide the opportunity and environment for engagement of the University community in this key initiative.

Murdoch’s staff are integral to its future success. The University is committed to investing in its people, and ensuring the staff profile supports the academic footprint, in both teaching and learning and research. Ensuring that its students can study flexibly and in a supportive and engaging learning environment is a cornerstone of activity.

Murdoch will build its strategic investment capacity through further development of commercial revenue streams and philanthropic activities. In addition, the University’s investment portfolio will be actively managed to improve returns that will be available for re-investment into core University activities.

Efficiency and effectiveness of resources will continue to be an important enabler to teaching and learning and research outcomes for Murdoch.

By implementing and achieving the plans and outcomes outlined above, and the activities embodied in this strategic plan, Murdoch University will be able to consolidate its intent to remain an internationalised research-focused University, with high levels of scholarship informing quality teaching.
A.1 Defining Murdoch’s future profile

Key Strategies:
Provide course offerings which are high quality, contemporary and cost-effective.
Provide a sustainable balance of unit offerings to provide flexible multi-disciplinary opportunities for students within responsible financial parameters.

Rationale:
It will be essential for Murdoch to determine a distinctive strategic direction which will form the basis for mission-based compact negotiations and resulting agreement with the Federal Government. Success in future government funding will be largely reliant upon Murdoch’s capacity to support the government’s ambitions for higher education and innovation, which includes the development of a distinctive profile that will encompass ‘signature’ strengths. This will require an increased focus in both course offerings and research in existing and emerging areas of strength. A more focused course and staff profile will also need to be financially viable to maintain high quality outcomes. It will also enable Murdoch to target its resources into areas of strength supported by student demand.

Priority Actions for 2010 – 2011:
• Increase the focus of academic offerings through the application of balanced and consistent assessment criteria, to ensure course quality, student demand and fiscal viability.
• Conduct an annual review of all courses and units to be taught at metropolitan, regional and international campuses to ensure excellent and contemporary courses for the future.

A.2 Determining strategic research focus

Key Strategies:
Focus research endeavour and funding into strategic research themes that provide for future strength and emphasis.
Provide resources to support strategic research themes.
Provide training and support to staff and research students to ensure that research outcomes meet government measures of success.

Rationale:
Research and research training have long been one of Murdoch’s strengths, particularly when measured relative to the University’s size and overall position in the higher education sector. Focus of research into strategic research themes, with the assistance of Murdoch’s research institutes, will ensure strength in key areas of expertise. Emphasis on research training will ensure a strong pipeline of research students to build the research capacity of the University and support succession.

Priority Actions for 2010 – 2011:
• Build capacity of both people and facilities in areas of focus: (updated 17th May 2010).
  – resources technology
  – animal and plant studies, environment and bioinformatics
  – health, biomedicine and psychology
  – film, television and digital media
  – history, literature and religion
  – asian studies, political science and social sciences
• Direct both funding and research capacity into areas of focus.
• Utilise research institute Directors as mentors and facilitators in building capacity in areas of focus.
A.3 Achieving a staff profile which supports Murdoch’s core activities and future needs

Key Strategies:
Develop a flexible and responsive staff employment mix and resource engagement which supports the changing future academic profile and changes in the university sector.
Design an organisational capability framework that supports the development of academic and professional staff.
Review processes to improve staff workload and performance development and review processes.

Rationale:
It will be essential to develop a staff profile which supports the academic activity and plans in both teaching in research, and in an efficient, economic, and responsive way.

Priority Actions for 2010 to 2011:
- All recruitment opportunities to provide maximum flexibility to support the changing teaching and research focus.
- Undertake a comprehensive needs analysis to determine the scope and priority of academic and professional staff development needs across the University.
- Continue to provide staff development activities that build expertise in areas of focus for the University.
- Implement the Performance Enhancement System (PES).
- Complete implementation of new workload management tools and update workload policies and performance outcome expectations and measures.
- The first stage of a comprehensive Organisational Capability Framework will be completed by 2011, and a structure for measuring participation activity will be devised as part of the overall capability framework.
- Review current staff profile to ensure it supports the refined academic profile.

A.4 Ensuring student engagement and success

The teaching and learning environment will continue to evolve with a stronger focus on internationalisation and cross-cultural competencies, work integrated learning opportunities and interdisciplinarity and flexible learning environments. These elements, together with the offering of a vibrant campus life and attention to the first year experience to improve retention, will ensure excellent student outcomes continue to be achieved.

Key Strategies:
Ensure that students can study flexibly in a supportive learning environment.
Provide contemporary course design and pedagogy that are both relevant and attractive.

Rationale:
By improving the quality of the student experience, Murdoch can seek to retain more students until graduation. This has advantages for quality and reputation, funding advantages and student success as a measure of institutional achievement.

Priority Actions for 2010 – 2011:
- Develop University-wide work-integrated learning opportunities.
- Identify targets for new scholarships to increase engagement and retention.
- Enhance the first year experience strategy.
I.1 Increase Internationalisation at Murdoch

Key Strategies:
Integrate internationalisation into the purposes and functions of the University.
Develop University staff and students as global learners and citizens.
Encourage active engagement with global opportunities and issues through:
- the provision of international experience for staff and students; engagement with international alumni; and partnerships with international institutions; and
- preparation of graduates to perform capably and sensitively in international and multicultural contexts locally and internationally.

Rationale:
While the university community is already rich in international perspective, the depth and breadth of our international engagement is increasing all the time. Murdoch’s students and staff interact within a global community in most aspects of study, research and work. Internationalisation of a range of Murdoch’s organisational policies and processes will ensure that they are well equipped to think and operate beyond Australian borders.

Priority Actions for 2010 – 2011:
- Development and implementation of an ‘Internationalisation Policy’ which integrates an international, intercultural and global dimension into the purposes and functions of Murdoch University, to be completed in 2010 for implementation in 2011.
- Facilitate opportunities for students to engage in hands-on service learning and internships, including engagements with other countries.
- Support and sustainably develop international collaboration and exchanges in teaching, research and community engagement and continue to support an internationally diverse faculty.
- Develop sub-attributes and mapping for “global perspective” and “social justice” in the Murdoch Graduate Attributes.
- Ensure cross-cultural and other international perspectives, including social justice in a global context, are incorporated into staff development opportunities.

I.2 Increasing international student enrolment and completion

Key Strategies:
Continue to increase appropriately the number of international students who choose to study onshore at the University designated areas whilst maintaining appropriate levels of academic and social support and community engagement. Identify and research new markets for international student recruitment.

Rationale:
While quality international student enrolments bring much needed revenue to the University, there are many additional benefits to the University and local community which come from a well-managed, excellent international student experience.

Priority Actions 2010 to 2011:
- Investigate and set optimum international fee-paying student ratios to be revisited annually.
- Revise international marketing and recruitment plan.
I.3 Growing transnational opportunities

Key Strategies:
Develop and consolidate high quality, sustainable and profitable transnational partnership arrangements.
Identify and research new markets for transnational partnerships.

Rationale:
Growing transnational enrolments and other partnership opportunities provides Murdoch with international linkages in a variety of areas. Quality transnational enrolments provide income to the University.

Priority Actions for 2010 – 2011:
• Evaluate and initiate appropriate engagement strategies with potential partners.
• Finalise data (income/expenditure/opportunity cost) associated with transnational data to ensure accurate assessments of profitability.
• Implement transnational education reviews for quality and standards.

I.4 Building international research linkages

Key Strategies:
Seek opportunities to build international research and innovative collaboration.
Foster existing links, especially where partnerships currently exist for other purposes.
Identify international research groups and research funding organisations working in Murdoch’s areas of focus.

Rationale:
Building international research linkages also often fosters faculty/student exchange networks and collaborative long-term research, including PhD students. It often leads to resource-sharing, study abroad opportunities and, most importantly, exciting and innovative research opportunities both onshore and abroad.
These links also help build our reputation and increase the opportunities for commercialisation.

Priority Actions for 2010 – 2011:
Begin to capture data for the commencement of School KPI no. 9, including those components of IRMA (Integrated Research Management Application) which can record information on joint research outputs.
R.1 Improving student attraction

Key Strategies:
Develop focussed marketing programs that target potential students, parents and key influencers.
Provide contemporary course design and pedagogy that are both relevant and attractive.
Develop real world, future-focused work-integrated learning (WIL) opportunities.
Develop more integrated marketing programs for target audiences.
Provide a range of student scholarships that will encourage enrolment and retention in selected courses.

Rationale:
Increasing student attraction by providing contemporary, quality, and relevant courses increases Murdoch's reputation and stakeholder satisfaction – both internally and externally.

Priority Actions for 2010 – 2011:
• Provide an attractive learning environment with a lively campus life for students.
• Expand transition programs and pathways for entry.
• Continue to develop student life activities that involve sporting, social and cultural opportunities.
• Identify targets for new scholarships and seek external funding.

R.2 Consolidate and build brand awareness

Key Strategies:
Continue to refine and promote the Murdoch University brand through a range of media.
Continue to live and reinforce the Murdoch values through all aspects of University operations.
Development of a whole-of-institution environmental sustainability program.

Rationale:
Promoting Murdoch’s values both within and outside the university has benefits for its brand and reputation.

Priority Actions for 2010 – 2011:
• Analyse and develop strategic marketing of selected courses.
• Undertake brand momentum strategy.
• Develop brand awareness around areas of research focus.
• Develop a whole of institution environmental sustainability program to include research, teaching and learning and campus management.
R.3 Enhance engagement with stakeholders

Key Strategies:

Development of a staff engagement strategy to increase staff communication, and to assist with the development of greater cultural identity.

Development and implementation of a comprehensive alumni engagement plan.

Enhance interaction and consistency with external stakeholders.

Provide a system for recording contact details and engagement activities with stakeholder groups.

Rationale:

For 35 years, Murdoch University has been regarded by its staff and students as a quality University in WA’s higher education sector, an institution with a social and environmental conscience, a place where free thinkers are welcomed and encouraged, and an active player in the local social fabric and aware of its global responsibilities.

Murdoch’s reputation is underpinned by the values of the Murdoch community. These values, an intrinsic part of its reputation, are one of the University’s most important strategic assets. They define the University – to staff, students and stakeholders. The values give a sense of identity and a continuing context for operational activities.

Priority Actions for 2010 – 2011:

- Implement Voice Survey Project (Staff Engagement Instrument).
- Develop strategy to implement identified areas for improvement arising from Voice Survey Project results.
- Development of an internal communication and PR strategy, as a subset of an overall staff engagement strategy.
- Develop an external stakeholder engagement plan – to include policy, recording of stakeholders and for the measuring and outcomes of stakeholder activity.
- Development of an Alumni Strategic Plan.
Key Strategies:
Diversify income through commercial and operational opportunities.
Maximise the use of Murdoch’s commercial assets including development and investment opportunities provided by growth in the Murdoch Activity Centre (e.g., Fiona Stanley Hospital).

Rationale:
The University is no longer adequately supported by Commonwealth funds. The low indexation of this funding and its inability to meet real program costs, combined with escalating costs and competition from private providers are some of the factors which will see Murdoch under pressure in the new student-centred higher education environment. Proactive diversification of income will be essential in order to maintain quality and standards.

Priority Actions for 2010 – 2011:
• Proactive development of mutually beneficial relationships with regional, national and international partners.
• Development of the ‘Executive Education’ enterprise.

S.2 Maximise asset efficiency

Key Strategies:
Ensure effective and efficient use of space and equipment assets. Identify commercial opportunities for use of space on campus during non-teaching periods.

Rationale:
Making the most of spatial assets makes good economic sense at a time when accommodation space on campus is very tight. Maximising the sharing, where appropriate, of valuable equipment is also cost-effective.

Priority Actions for 2010 – 2011:
• Continue space utilisation analysis and report, and identify potential impacts on space based on future strategic growth.
• Review space impact post-budget submission as required with Faculty Deans and Heads of School.
• Maintain a five-year Capital Works Plan linked to the Strategic Plan, with business case and compliance provided for each project.
S.3 Increase philanthropic and corporate support

**Key Strategies:**
Develop and maintain key external relationships in order to increase philanthropic and corporate sponsorship income to the University.

Provide professional development for Murdoch University staff to develop skills in fundraising with donors and sponsors.

Involve senior University stakeholders such as Senate and Banksia Association members in assisting to attract philanthropy and corporate support.

**Rationale:**
Philanthropic support can provide funding for facilities, equipment, staff positions and student support which is complementary to government funding. Corporate sponsorships can greatly increase the University’s ability to attract and retain staff through innovative teaching and research investments.

All of these help to grow Murdoch’s reputation in both teaching and learning and research, and help the University to achieve its objectives.

**Priority Actions for 2010 – 2011:**
- Complete Genesis campaign.
- Implement campaign for Veterinary School.
- Initiate annual fund for alumni.
E.1 Growing innovation
Enhancing Murdoch’s culture of innovation through the encouragement of creativity, new ideas and free thinking.

Key Strategies:
Promote a culture of innovation campus-wide.
Implement the framework for supporting innovation (Innovation Zone project).

Rationale:
Enhancing innovation will result in a creative campus community that is able to think differently. It is not just research, it is innovation in all aspects of University operation. This is consistent with Murdoch values and brand image.

Priority Actions for 2010 – 2011:
- Create enthusiasm and participation for engagement with this project.
- Develop and go live with the Innovation Zone.

E.2 Extending research impact
Mobilising knowledge to achieve social, economic, cultural and environmental outcomes for the benefit of the community.

Key Strategies:
Develop key external partnerships to facilitate collaborative research, funding and community benefit.
Build research income through key industry and government joint ventures.

Rationale:
Extending research impact has benefits for the quality and impact of our research, but also allows our expertise to reach non traditional research areas. This can also mean research income to the University from a variety of novel sources.

Priority Actions for 2010 – 2011:
- Build and initiate industry engagement plans for each of the key research themes.
- Establish the Murdoch University Renewable Technology Centre.
E.3 Achieving excellence

Continue to build excellence in teaching and research to provide benefits for the community.

Demonstrate excellence through hosting a limited number of large national research programs or centres.

Key Strategies:

Increase the focus of academic offerings to ensure course quality and excellence in the learning experience.

Build world-class research teams in a limited number of focussed areas.

Lead one or two national research centres of excellence.

Rationale:

Maintaining and achieving excellence in both teaching and research is central to our mission and underpins our ability to interact with and to provide benefit for our community.

Priority Actions for 2010 – 2011:

- Invest in and develop a limited number of discipline areas to achieve top 10 ERA status.
- Develop investment plans for each of the identified focussed areas.
- Attract or retain key professorial level appointments for each of the focus areas.
- Identify large scale research opportunities that Murdoch can potentially lead.
- Increase access to high quality learning environments supported through the innovative use of Web 2.0 and technology supported learning.
- Improve administrative and student learning support for HDR students.