Strategic Plan and Future Horizon 2017-2027

A five year plan with a ten year horizon
“The only education out of which good can come is the education which teaches you to think for yourself, instead of swallowing whatever the fashion of the moment may prescribe.”

Sir Walter Murdoch, 1926
We are clear about our two core goals: to educate free thinkers who thrive in society and are sought after by employers; and to provide life changing solutions for the world’s big challenges through our outstanding translational research and innovative practice.

Three lenses guide our endeavours and help us prioritise. We strive to be of service to society through education, research and community engagement. We seek deep collaborations with other education institutions, business, industry and governments in our common pursuit of excellence. We aim to expand our global presence and impact, by being a gateway to the Asian and Indo-Pacific regions.

Our activities are supported and enabled by four pillars: Our people and culture; Our financial strength; Our physical and digital environments; and Our ‘value-add’ services and operations.

Graduating with a university degree opens many doors that would otherwise remain closed. Some of those are sliding doors and our graduates will have the knowledge, skills and confidence to step through them, if only to learn whether that path is the right one for them. University graduates bring many benefits not just for themselves but for society at large, as contributors to the economic and social well-being of our world.

We are a university for all, irrespective of background and social standing with a focus on social equity, self-direction and freedom of thought and belief. We will follow the wisdom of the man whose name we have the privilege to hold, Sir Walter Murdoch:

“The only education out of which good can come is the education which teaches you to think for yourself, instead of swallowing whatever the fashion of the moment may prescribe”.

This is as true now, as it was in 1926. It is the guiding principle for our academic strategy.

We cannot predict the opportunities and challenges that lie ahead, however Murdoch’s strategy will position us to be ready to adapt and evolve as critical, unpredictable opportunities and challenges arise.

We will be agile, courageous and ready to respond, drawing on our select areas of research expertise: Human and Animal Health, Sustainable Development and Environment; Agriculture and Food; and Public Policy and the international affairs of Asia.

Modern day challenges and those of the future are complex and we must collaborate to maximise success and impact. We can do more together than we can do on our own and our collaborations with business, industry, governments and other external partners will be critical for our reach and impact.

We will have a key role to play in the future of Western Australia through our Knowledge and Health Precinct, 44 hectares of land on our Perth Campus. We will create a vibrant place for local and global business, industry, start-ups and investors, researchers, students, alumni and the broader community, a place where we come together to learn, innovate, and collaborate.

Our future is created by people who are committed and passionate about Murdoch University’s success. We offer our staff a stake in that success, opportunities to excel professionally, space for personal growth and room to innovate and try new things. We will celebrate and reward a culture of collaborative ‘can do’, high performance and alignment with our strategic direction.

Continual monitoring of our progress against strategic goals will underpin our capacity to evolve, adapt and thrive. We have specified some of the indicators here in our strategy and these are carried into our operational and individual staff plans. These will be living, evolving documents that will guide our actions and define our priorities.

Our 5 year plan is to build on our significant strengths, to grow a strong and vibrant university community. Our 10 year horizon is to be recognised as a world changing university through the impact of our free-thinking graduates, our life-changing research and our innovative campus developments in Western Australia and in strategic global locations.

This is our strategy. This is a strategy that will make a difference.

Professor Eeva Leinonen
Vice Chancellor Murdoch University
Strategic Plan at a glance
2017–2027

1 Purpose
To be a creative force for current and future generations

2 Core Goals
Students and Education

3 Lenses
Service to society: contributing to economic and social wellbeing

4 Pillars
People, values and culture

Research and Innovation
Global Outlook: gateway to Asia and the Indo-Pacific Region
Financial strength
Value-add services and operations

Physical and digital environment

Collaborative partnerships: business, industry and government
Our Guiding Principles and Values

The founding principles upon which Murdoch University was established continue unabated today. We continue to be guided by the principles of:

Equity and social justice
Opportunity
Sustainability
Global responsibility

These Murdoch principles come to life through our culture as evidenced by being an institution where the following are clear:

Integrity
- We act with integrity and trust in the best interests of the University
- We defend and express academic freedom at all times with civility and responsibility

Respect and Diversity
- We are about people and for people, irrespective of background
- We embrace and value the many individuals and organisations that support our endeavours

Purpose
- ‘Everything we do must matter’
- We are responding assertively to the changing higher education sector
- We are performance based, accountable and empowered

Excellence and Future-focus
- We promote the highest standards of intellectual inquiry and rigour
- We are future-focused and active in creating our success
- We embrace continuous improvement
- We value, celebrate and reward the success of our people

Our Purpose:
To be a creative force for current and future generations

Universities have for generations shaped the world we live in through the creative force of education and research.

Across Murdoch University there is a shared belief that the academic endeavours we engage in are undertaken to bring benefit to current generations and for those in years ahead. Recognising that we are only temporary custodians of the world we inhabit the many discipline areas and professional teams at Murdoch work to create positive futures for Western Australian, national and international communities.

Our purpose is to be of service to our communities and apply our creativity, knowledge and determination to making a sustainable difference for current and future generations.
Our Core Goal: Students and Education

In an ever-changing world, universities play a critical role in developing free-thinking and enterprising graduates, with skills needed for success or simply, for living a good, productive life. As a University, we have a pivotal role in helping to prepare our graduates for a future in which passion and commitment to learning will stand them in good stead as they navigate their futures, often characterised by multiple careers and change, where agility, adaptability and creativity will be essential for success.

Students as change agents
We recognise the power of the student voice by embracing ideas and actions through welcoming our students as change agents. We provide opportunities and support for our students to lead on learning and teaching innovations that will contribute to their success.

Innovative Curriculum
Our curriculum will be designed to offer all our students the opportunity to learn both disciplinary knowledge and transferrable skills. All our undergraduate courses will have a ‘career learning spine’ which will from the first year of study enhance our students’ understanding of the external world and develop their capabilities to take advantage of the many opportunities ahead of them.

We partner with students, employers and professional bodies, innovators and entrepreneurs, in the design and delivery of our courses. We will develop new courses that will resonate with future career opportunities. This will include a new minor in Innovative and Creative Thinking.

Academic leaders
We will continue to develop our staff to be first rate educators, building on research to inform our teaching. Many of our academics have substantial professional experience which informs their teaching practice and enhances student learning.

Inclusive education and student support
We are a university for all who can benefit irrespective of background and social standing and we remain committed to providing high quality education that makes a difference to the individual and society. Our already successful enabling pathways will be strengthened through collaboration and partnerships thus providing opportunities for more people in our communities. All our students will be supported to transition into higher education study and to succeed whatever their starting point. Our Kulbardi Aboriginal Centre is one key cornerstone of this support, by providing a positive, vibrant and transformative space for Aboriginal and Torres Strait Islander students and broader communities.

Digital experience
We will extend our reach by offering high quality, flagship courses and units for students who wish to study online or in a combination of campus-based and online study. We will enable more global learning opportunities for students both on our campuses and virtually. We will take our outstanding expertise to the world stage by partnering with a global online learning platform, which will enable more students to benefit from our teaching and research excellence.

Our Goal is:
Inclusive education and student support
To provide an outstanding education experience for every student leading to our graduates being innovators fully prepared for their future careers.

Our progress will be measured by:
- Student satisfaction with overall experience
- Retention rate for students
- Domestic graduates in full-time employment or further study

1 These are Key Performance Indicators (KPIs) used with the Murdoch University Senate.
As the global population grows to 10 billion citizens over the next 30 years we will apply our world-class translational research and our capacity to innovate to some of the world’s greatest challenges. Our 5 year plan is a selective approach to building on our current strengths and immediate opportunities. We will particularly strengthen our interdisciplinary capacity and prepare for a longer term 10 year horizon to position Murdoch to be recognised as an internationally networked research collaborator of choice in selected areas of global significance.

Our Core Goal: Research and Innovation

Our Areas of Focus
In the first instance, we will focus our efforts on our current strengths in Human and Animal Health; Sustainable Development and Environment; Food and Agriculture; and Asia related research. We will focus our resources and energy to make these world class research areas even stronger and more influential.

We will also strengthen the world class expertise in our Asia Research Centre and reinforce our position as one of Australia’s leading centres for understanding and analysing the Asian context. We will develop further our capacity for research in ‘One Health’, the interface of human, animal and environmental health. Our research in Aboriginal health and social equity will be strengthened through an interdisciplinary research centre.

Murdoch Research Institutes
Three interdisciplinary research institutes will be launched to align with our major research strengths and local, national and global priorities. Murdoch has strengths in the full translational pipeline that takes new knowledge from the laboratory to real life, or from a public policy debate to changed policy and practice.

Australian National Phenome Centre
We will invest in a world-renowned research centre in metabolic phenotyping through which individual metabolic signatures enable the guiding of bespoke treatments. Phenotyping is a method that can be applied to many other areas of human endeavour, bringing value to such diverse applications as food nutrition and security, animal production and biodiversity. Murdoch University will be instrumental in creating a metabolic phenotyping centre in Australia with external collaborations world-wide operating from the centre.

Innovative and collaborative ecosystem
As a translational research university, we place high value on long-term external partnerships. Our Knowledge and Health Precinct will provide a fertile intellectual ecosystem that will bring together researchers, health professionals, business, industry, investors and entrepreneurs. Joint industry/Murdoch funded research appointments, across many of our discipline areas, are a key feature of our research agenda. Our staff and students will be part of creating the innovation culture and ‘can do’ attitude in which ideas flourish and create impact.

We will invest in postgraduate students, early career researchers and future innovators. We will also invest in established world-renowned researchers and distinguished international collaborators to help us achieve our strategic goals. This will be facilitated by a new distinguished collaborator program launched to connect with international research talent and industry partners.

Our Goal is:
To provide life changing solutions to complex world challenges

We will achieve this through:
- Murdoch Research Institutes: Launch three interdisciplinary research institutes
- Australian National Phenome Centre: Establishment at Murdoch of the Australian National Phenome Centre
- Innovative and collaborative ecosystem: Our distinguished collaborator program, development of joint research appointments with industry and industry linked PhD students

Our progress will be measured by:
- Total HERDC income
- Engagement Income
- HDR student completions
- Percentage of research publications in the top 10%

These are Key Performance Indicators (KPIs) used with the Murdoch University Senate.
Murdock University plays a key role in the economic and social wellbeing of the many communities we are part of, and as a university we have a mandate to be in the service of society. Murdoch University was established in 1975 for this very purpose, as the second university in Western Australia, to provide inclusive education to all who can benefit, irrespective of social standing and background. We continue to honour this founding principle into our future.

Education pathways: Our enabling pathway programs, such as OnTrack, have proven to be successful in assisting many people, some of whom missed out on the opportunity at school-leaving age, to start their journey in higher education. These programs will continue to be an important aspect of our work in the coming years.

Kulbardi Aboriginal Centre and the Ngangk Yiri Research Centre for Aboriginal Health and Social Equity: The work of the Kulbardi Aboriginal Centre has been fundamental to Murdoch University’s ability to meet the needs and aspirations of Aboriginal and Torres Strait Islander people. These efforts have laid strong foundations for the ongoing meaningful engagement with Aboriginal and Torres Strait Islander communities. As an institution we commit to walking alongside Aboriginal and Torres Strait Islander people to realise a collaborative vision for society that is harmonious, equitable and truly reconciled. Most importantly, we recognise how integral Aboriginal and Torres Strait Islander leadership, innovation, scholarship and entrepreneurship are in achieving this vision. Establishment of the Ngangk Yiri Research Centre for Aboriginal Health and Social Equity is a key initiative in this strategy.

Professional services for our community: Our students and some 70,000 alumni across the world serve the societies they are part of in many ways. The Southern Communities Advocacy Legal and Education Service (SCALES), run by our law students and staff, provides pro-bono legal advice in Rockingham for those who couldn’t otherwise access such advice. Our alumni continue to make a difference, making contributions such as bringing safe water and fertile soil to developing communities.

The Animal Hospital at Murdoch University is a key part of our service to society with the facility offering 24/7 emergency and critical care for small and large animals, a specialty referral service for other veterinary practices and a Primary Care and General Practice for public clients. Our Chiropractic and Psychology Clinics will continue to offer services to local people and our communities benefit from the professional placements of many of our students including those studying education and nursing.

Community engagement: Through our Knowledge and Health Precinct we will create a place where our local communities can come to innovate with business, industry and academia, access community health services, have access to our university library, play sport, enjoy art and the beautiful natural environment. Murdoch University has many committed supporters and partners, individuals with deep connections with government departments, industry and business organisations, social enterprises, community groups, schools, colleges, sports organisations, hospitals and health care organisations. We share our Perth location with two major hospitals and a TAFE College. We have an aged care facility on our Perth campus. We are closely embedded in Singapore, Dubai and other world locations. We are well positioned to build on the many collaborations with our communities into the future.

Our Banksia Association supports the University through activities and scholarships, as do our esteemed philanthropic donors who enhance the lives of our students and the vibrancy of our university. The Art Board is the guardian of our extensive visual art collection, some of it displayed in our Art Gallery and most of it across the campus for all to enjoy. We hold a regular art exhibition at our Singapore campus.

Our Goal is: To meet the responsibility of being a university in the service of society and to play a key role in the economic and social wellbeing of our communities.

**Our Lenses for Focus:**

**Lens 1:**

Service to society: contributing to economic and social wellbeing
We can do more together than we can do on our own and our collaborative partnerships are vital to enabling us to be a creative force addressing the questions about the future that we do not even know yet how to ask.

The development of diverse, deep partnerships with external organisations is one of the focus areas for strategic development at Murdoch. To achieve this goal we will be taking a fresh approach to establishing, nurturing and growing our relationships with like-minded organisations from across industry, business, government, not-for-profit and the education sector.

**Innovation in business education**

One of our first priorities is to develop a strong business and industry facing Business School, which will integrate industry experts and entrepreneurs into delivering an up-to-date and innovative curriculum and learning experience for our students. We will strive to obtain funding for research that has real-world relevance and is undertaken in partnership with others. We will seek external partnerships with the commercial sector to partner in creating a truly 21st century global centre of excellence for business education.

Through our academic endeavours, and particularly the Sir Walter Murdoch School of Public Policy and International Affairs, we will be partnering with governments and decision makers to explore solutions to dilemmas that face the modern world, from looking at local health policy issues to tackling challenges in counter-terrorism and global security.

**A clear ‘front door’**

‘Porous borders’ at Murdoch will be a key concept where we will strive to make it easy for people outside our organisation to move into our environment. Our focus on being a ‘global university’ flows through to the partnership spaces as we need to engage across the world and seek to identify partners who share our purpose and vision and with whom we can work to excel in the domains in which Murdoch is recognised as a world leader.

We aim to be open, transparent, easy to work with and add value to our many partners through our extensive networks. We will create an obvious ‘front door’ so that the world external to us will find its way to the right partnerships within Murdoch. Our collaborations with external partners are to be knitted across the academic courses to ensure our students build the skills and networks valued by employers and external stakeholders.

**Knowledge and Health Precinct Partnerships**

Our Knowledge and Health Precinct will be underpinned with strong partnerships with industry, business, community organisations, health sector, other educational institutions, philanthropists and local/global investors.

**External Strategic Advisory Board**

An external Advisory Board of thought leaders with high level expertise in diverse fields will be established to advise the Vice Chancellor on key strategic matters pertaining to the future positioning of Murdoch University.
We consider internationalisation as a whole-of-university enterprise, informing and transforming what we do and who we are. International experience is invaluable to all our students and staff, irrespective of their location, and informs our academic and operational excellence.

The academic future of universities in the modern world is critically dependent on global connectedness. Big global research challenges are investigated by multinational teams, bringing together academia, industry, business and other organisations. World rankings of universities are important for our stakeholders, prospective students, and future employees and rankings facilitate collaborations with like-minded universities.

**Australian experience for international students**
Our global outlook extends to welcoming international students and staff to study and work on our Western Australian campuses and to strengthen significantly our onshore international student population.

**Offshore international activities**
We are already recognised as one of the most international universities in Australia, and in the top 1 percent of the most globalised universities in the world. We have a large and highly regarded campus in Singapore and a smaller education centre in Dubai. Our plan is to strengthen our transnational education footprint and reach.

**Asia and the Indo-Pacific region**
We will enable our students and staff to be mobile to enhance their international experience and global identities through the numerous global partnerships Murdoch has with overseas universities and organisations. Through our academic activities we are a globally connected university, whilst being situated in, and particularly engaged within the Asia and Indo-Pacific zones. Western Australia is located in the most highly populated global zone, with growing economic and educational strength. Within this context we will seek to impact in Asia and the Indo-Pacific region and to strengthen our existing deep connections through both research and education.

**Strategic partnerships**
Our Knowledge and Health Precinct development in Perth will bring many opportunities for further connecting with global and Asia (Indo-Pacific) partners as we build a vibrant hub for study, research, innovation and business. Strategic appointments will be made to ensure we are able to action the goal to be a truly global university.

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**Our Goal is:**
To extend our impact as a global university.

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<th>To be achieved</th>
<th>Measure progress</th>
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<tr>
<td>Australian experience for international students: growth and diversification of onshore international student cohort.</td>
<td>International onshore student commencements¹</td>
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<tr>
<td>Offshore international activities: provision of offshore international education through new partnerships and locations.</td>
<td>Total offshore student load¹</td>
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<td>Asia and the Indo-Pacific region: strengthening our connectedness to Asia and the Indo-Pacific region.</td>
<td>Number of domestic students in student exchange or in country experience¹</td>
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¹ These are Key Performance Indicators (KPIs) used with the Murdoch University Senate.
It is the people of Murdoch University and their commitment that will bring this strategy to success. Our core values and guiding principles come to life through our actions. These are the key to our future.

We will continue to be community-focused and collegial, whilst respecting and valuing the unique contributions each person makes to our collective good. We strive to ensure all our interactions with students, colleagues, research and collaboration partners are respectful and professional.

In order to thrive in the constantly evolving higher education and external environments we will embrace a culture of working that is proactive and agile. We will focus on outcomes and strive for high standards in both performance and conduct.

Recognising the importance of outstanding leadership across our University we will introduce a differentiated and accountable leadership strategy and development model that is aligned with our strategy to guide our investment in organisational leaders.

We will reward and recognise staff behaviour and outcomes that advance our strategy and support our values.

We will launch a ‘small steps of innovation’ program to support new ways of working and cross-unit collaboration. Staff suggestions regarding improvements to Murdoch activities will attract funding to enable continuous improvement and agile responses to innovations.

We strive to be recognised as the employer for high achieving and ambitious staff who want to be part of creating the Murdoch success story. We will attract, reward and celebrate success and support all our staff to be the best they can be.

We will ensure that staff have the support they need to thrive and that they will have an opportunity to share in the success of their university. In particular, initiatives to support the careers of female academics through Science Australia Gender Equity (SAGE)/Athena Swan accreditation will be a focus area.

The success of this strategy is the success of Murdoch people.

Developing our physical campuses to be porous environments where the University, its staff and students, seamlessly interact and live side by side with the world beyond is a focus for this strategy and our further horizon. Universities are key contributors to economic and social wellbeing of communities and co-location, co-working and co-employment are key elements for advancing common goals.

Equally, being connected digitally enables new ways of collaborating, learning, working and living. Our strategy will embed new technologies to advance our strategic goals. A quantum step change in digital technologies underpins our strategy. The pervasive exploitation of a truly digital experience across the complete student lifecycle and adoption of big data driven analytics in research, teaching, engagement and operations is a key feature of the next decade at Murdoch.

Our campus in Perth is one of the largest campuses of any university in Australia. 240 hectares of vibrant bushland with ancient banksia forests, wetlands and farms. It is located in a rapidly developing residential and transport hub only 15 minutes from the Perth Central Business District.

We are positioned to have a profound impact on the economic prosperity and social wellbeing of Western Australia through our Knowledge and Health Precinct, 44 hectares of land on our Perth South Street Campus. We will create a vibrant place for business, industry, start-ups, health sectors, local and global investors, researchers, students, alumni and the broader community to come together to learn, innovate, and collaborate. Located in the Perth Southern Corridor, adjacent to two major hospitals, rapid transport links to Perth CBD, research institutes, TAFE, schools, as well as the fast developing Peel region, our Precinct will create over 20,000 jobs, bring $7.7b worth of economic benefit to local communities and nearly $3b of investment opportunities. We are committed to working with all key stakeholders to bring major benefit to the communities we are here to serve.
Building a strong financial platform is a critical objective for the next five years. In order to have a strong future, we will have a clear focus on growth in student numbers, student retention and completion, strategic management of our costs and strategic investment in high value initiatives.

This strategic pillar is operationalised through the University’s Finance Strategy Framework. This is focused on ensuring that our long term strategic priorities can be achieved sustainably.

To achieve the goals of the finance strategy, we will have a clear focus on a range of areas including:
- expanding international education through onshore and transnational opportunities
- diversification of revenue sources
- growth in philanthropic funding
- capital investments linked to growth

The business model underpinning our activities will be continuously evaluated to ensure we have a resilient path ahead. Risk management and a preparedness to engender an organisational culture of ‘agile and courageous innovation’ is important for the growth and evolution of our university that will support our financial viability agenda.

Supporting the core education and research goals relies on our professional service teams providing both basic business and differentiating capabilities. Our strategy around basic business capabilities is to create efficiencies of scale, to adopt streamlining of transactional processes and to control costs strategically.

Differentiating capabilities will align the University services to achieving our core strategic goals with a focus on cross-functional innovations to deliver an outstanding experience for our students, research partners, external communities and academic staff. These differentiating capabilities add high value to our operations and we will strive to have ‘fit for purpose’ solutions across all areas of professional services.

Close alignment between the services delivered and the needs of the academic areas will be achieved through the refreshed approach to operational planning, budgeting, performance monitoring and outcome reporting. Through this pillar the University will maximise value whilst managing risk and costs.

A close partnering model between professional services and academic areas of the University will be enabled in order to create a seamless and aligned operating model in support of collaborative working and jointly owned outcomes.

We will pursue value-add operations in all of our functions and activities.
Our Five Year Progress

During the five year period we will measure our progress through Key Performance Indicators (KPIs) that cascade from the high level Senate KPIs through the university via operational planning and periodic monitoring.

1. Improvement in overall student satisfaction and graduate outcomes.
2. Improvement in student retention and completion.
3. Inclusion of real world and career learning in all undergraduate courses.
4. Increased number of international students studying with Murdoch.
5. Annual increase in research quality and income.
6. Three interdisciplinary research institutes established.
7. Completion of Phase 1 of the Knowledge and Health Precinct.
8. Positive trend in staff satisfaction.
10. Increased number of engaged alumni and philanthropic donors.

Our Ten Year Horizon

Our expectation is to be:

1. in the top 300 universities in world university rankings.
2. recognised as a leader in global engagement, ranked in the top 1% of universities on internationalisation and be known as a gateway to the Asia and Indo-Pacific regions.
3. known for quality and innovation in education with strong domestic and international brands and through collaboration with global and domestic partners.
4. known as a university for innovative thinking and problem solving.
5. in the top quartile for student satisfaction in Australia, leading to above sector average retention and strong student performance.
6. in the top quartile for graduate employability in Australia.
7. recognised as a leader in the development of Perth through the Knowledge and Health Precinct, with major government, industry and community partners.
8. known as a university for innovative, ambitious and creative staff, and for a culture that fosters a ‘can do’ attitude and values individual contributions for collective goals.
9. known as the university where education is made available for everyone who has the capacity to succeed irrespective of background.
10. known as a university of deep engagement with many external communities, alumni and supporters, building on mutual interests for common benefits.
Disclaimer
The information contained in this publication was correct as at 31 July 2017, but is subject to amendment without notice. The University reserves the right to cancel, without notice, any units or courses if the number of students enrolled in these falls below limits set by the University.
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Contacts

Murdoch University
90 South Street, Murdoch
Western Australia 6150
Telephone: +61 9360 6000

www.murdoch.edu.au