



Annual Report 2024



Ngala kwop biddi.
Building a brighter future, together.



In recognition of Murdoch University's commitment to responsible consumption and production, as set out in the United Nations Sustainable Development Goals and our own policies on environmental sustainability, we have chosen to limit production of hard copies of our 2025 Annual Report.

PDF versions are available for download: www.murdoch.edu.au/explore/leadership-governance/annual-reports

Murdoch University
90 South Street Murdoch
Western Australia 6150
Telephone: 08 9360 6000

Disclaimer: The information contained in this publication was correct as at March 2025

© 2025 Murdoch University

This publication is copyright. Except as permitted by the Copyright Act, no part of it may in any form or by any electronic, mechanical, photocopying, recording or any other means be reproduced, stored in a retrieval system or be broadcast or transmitted without the permission of the publisher.

CRICOS Provider Code: 00125J
TEQSA Number: PRV12163



Acknowledgement of Country

Murdoch University acknowledges the Whadjuk people of the Noongar nation as the traditional custodians of this country and its waters and that Murdoch University stands on Noongar Country.

Murdoch University pays its respects to Noongar elders past and present and acknowledges their wisdom and advice in teaching and cultural knowledge activities.

Contents

Overview
Statement of Compliance 3
Chancellor’s Foreword 4
Vice Chancellor’s Report 6
Key Statistics 2024 8
Purpose and Priorities 9
Celebrating 50 Years 10

Strategic Themes
Sustainability 16
Equity, Diversity and Inclusion 18
First Nations 20

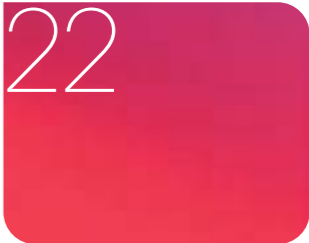
Core Activities
Education 24
Colleges 30
Research 52
Engagement 72

Enablers
Empower and Develop our People 83
Develop and Enhance our Facilities 86
Improve our Systems and Processes 88

Our Supporters
Alumni and Community Engagement 92
Donors and Partners 95

Our Structure
Governance Structure 98

Disclosure and Legal Compliance
Certification of Financial Statements and Key Performance Indicators 110
Report on the audit of the Financial Statements and Key Performance Indicators 112
Financial Statements 117
Key Performance Indicators 172
Other Disclosures 176
Governance Disclosures 179



Overview

- Statement of Compliance
- Chancellor's Foreword
- Vice Chancellor's Report
- Key Statistics 2024
- Purpose and Priorities
- Celebrating 50 Years

Statement of Compliance

Minister Tony Buti
Minister for Education
WA Government
Level 12, Dumas House, 2 Havelock Street
WEST PERTH WA 6005

11 March 2025

Dear Minister for Education,

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 financial year ended 31 December 2024.

The Annual Report has been prepared in accordance with the provisions of the Financial Management Act 2006 and is made in accordance with a resolution of the University's Senate.

Sincerely



Ms Gail McGowan PSM
Chancellor



Professor Andrew J Deeks
Vice Chancellor and President

Chancellor's Foreword



**“Over 50 years,
Murdoch University
has changed lives and
society for the better.”**

2024 presented one of those rare opportunities in the fast pace of university life to reflect upon and celebrate all that Murdoch University has achieved.

On 17 September, Murdoch celebrated 50 years since inauguration as Western Australia's second university – a date that coincided with the 100th anniversary of our namesake's birth: the famed essayist and academic Sir Walter Murdoch.

When Sir Walter was told the government of the day wished to name the State's second university after him, his typically wry response was: “It had better be a good one.”

The arrival of our golden anniversary was a perfect time to test Sir Walter's injunction to “be a good one”. And I believe Murdoch has passed with flying colours.

Over 50 years, Murdoch University has changed lives and society for the better through accessible education, translational research, and through programs that enhance and support our community.

We have graduated more than 100,000 students; built a thriving veterinary school, and opened campuses locally in Mandurah and Rockingham, and globally in Singapore and Dubai.

As Chancellor – and a proud alumnus – it was an immense privilege to witness the many events and activities marking the commencement of our anniversary year.

These included a special Town Hall presentation – where I, along with four other speakers – reflected on the five decades of Murdoch through our memories and experiences.

Premier Roger Cook – another Murdoch alumnus – officially launched our 50th anniversary celebrations in Boola Katitjin, with around 180 dignitaries from government, business, industry, academia and the community in attendance. This special event was held in The Rosemary van den Berg Room, which – on International Women's Day in February 2024 – was named in Professor van den Berg's honour to celebrate the first Aboriginal person in Western Australia to be awarded a PhD.

Other activities included an exhibition: 50 Years of Murdoch: The place, people and stories in The Geoffrey Bolton Library. And we formally renamed Bower Court the Marion Blackwell Garden, in recognition of Dr Blackwell's contribution to Murdoch as inaugural landscape architect.

The WA Parliament displayed 50 years of Murdoch's Art Collection. The exhibition – An Enduring Exuberance: Murdoch University's Art Collection Turns 50 – featured 26 works reflecting Murdoch's founding values of inclusivity, social justice and sustainability.

A special Sir Walter Lecture – Legacies of Leadership – was delivered by Education Minister Dr Tony Buti MLA, with reflections on Sir Walter Murdoch and former Chancellor Sir Ronald Wilson.

Against this backdrop, Senate continued its important work providing governance and oversight of the University's performance against our strategy: *Ngala Kwop Biddi: Building a Brighter Future, Together*.

I was especially pleased to see the results of the 2024 Employee Engagement Survey, with 78% of staff describing working at Murdoch as a positive experience. This represents a 10% increase from the 2023 measure and encourages us to keep striving to ensure Murdoch is a fantastic place to work, and where our people feel pride – and strongly connected to the University's purpose.

Student satisfaction with the quality of their entire educational experience also demonstrated a pleasing improvement, returning to pre-COVID levels and exceeding targets for undergraduate and postgraduate student experience.

Despite the significant challenges and uncertain regulatory environment facing the higher education sector, our financial position remained stable during 2024 and as we look to 2025, we feel the wind is at our back and that the university is in a good position to face the future.

I sign off with a thank you to my Senate colleagues for their great support during 2024 – a year in which we farewelled Peter Kerr – Chair of the Resources Committee since 2017 – after nine years on Senate; along with Professor Gerd Schroeder-Turk and Julie Whitlock – both after six years' service. My sincere thanks to all.

Ms Gail McGowan PSM
Chancellor

Vice Chancellor's Report



“We exist to enhance the prosperity and social fabric of our communities by imparting knowledge and driving innovation.”

2024 marked the second full year implementing our strategy – *Ngala Kwop Biddi: Building a Brighter Future, Together* – and with it, a sense that our vision for Murdoch University’s future is on the path to fulfilment.

Taking the three strategic themes which guide and shape the University’s activities over the life of *Ngala Kwop Biddi*, we launched three sub-strategies in Sustainability; Equity, Diversity and Inclusion; and First Nations.

The Sustainability sub-strategy operationalises our commitment to achieving net zero, diverting all waste from landfill, and operating truly sustainable campuses by 2030.

The First Nations sub-strategy includes four essential commitments: to truth telling, self-determination, Indigenous excellence, and Indigenisation.

While the Equity, Diversity and Inclusion sub-strategy seeks to increase diversity in student and staff populations; improve retention and advancement of people from diverse backgrounds; increase representation of diverse leaders; and greater use of social impact assessment tools across research.

Taken together, all three sub-strategies provide the roadmap for achievement of our vision as a university of choice for people who care, who value inclusion, curiosity and innovation and who desire to make a positive social impact.

In 2024, we also launched a new Campus Development Plan to improve our teaching and learning environment, research facilities, campus amenities, accessibility and connectivity.

Modifications to our new academic building Boola Katitjin also got underway to provide flexible meeting spaces and capacity for large scale events. Boola Katitjin’s northern plaza once again provided a stunning backdrop to graduation ceremonies that bookended the year.

In the Research & Innovation portfolio, a new Research Strategy was launched to increase Murdoch’s impactful and progressive research in areas of strength and lift excellent research across all disciplines. Research publications were on track to exceed 2023’s figures, with grant income also on track to match or surpass the previous year.

Domestic and international student recruitment numbers were affected by forces largely beyond our control. The economic situation remains challenging for WA universities, resulting in ongoing delays in recovery of domestic intake, while international student intake decreased dramatically in the second half of the year due to changes Federal Government policies and discussion of caps on visas.

In late 2024, the Federal Government introduced a new Ministerial Directive to provide a default cap on international student enrolments. This directive will potentially limit our 2025 international student intake to levels similar to 2024, a decrease of approximately 1700 on 2023 international student commencements.

Despite all the uncertainty, there was much to celebrate in 2024 – not least Murdoch University’s 50th anniversary since inauguration. In 2025, we will acknowledge the first cohort of Murdoch’s student body, a truly special group who first walked onto the newly minted campus in 1975.

As a public institution, Murdoch University belongs to the people of Western Australia. We exist to enhance the prosperity and social fabric of our communities by imparting knowledge and driving innovation.

Our 50th anniversary is a reminder that universities are resilient institutions that can weather – and adapt to – external shocks, political turbulence and social trends.

At 50 years old, Murdoch University is coming of age. We will continue to adapt, to learn from – and to serve with humility and dedication – our community both here in Western Australia and abroad.

In return, we look forward to sharing all we have learned, for the betterment of humankind, for a very long time to come.

Professor Andrew J Deeks
Vice Chancellor and President

Key Statistics 2024



24,729
students*

Undergraduate	16,219
Postgraduate	8,529
Domestic	10,528
International Onshore	8,772
Transnational Education	5,433

* Student categories do not add to total, as students may have enrolled in multiple categories in the year.



60.6%
domestic equity students*

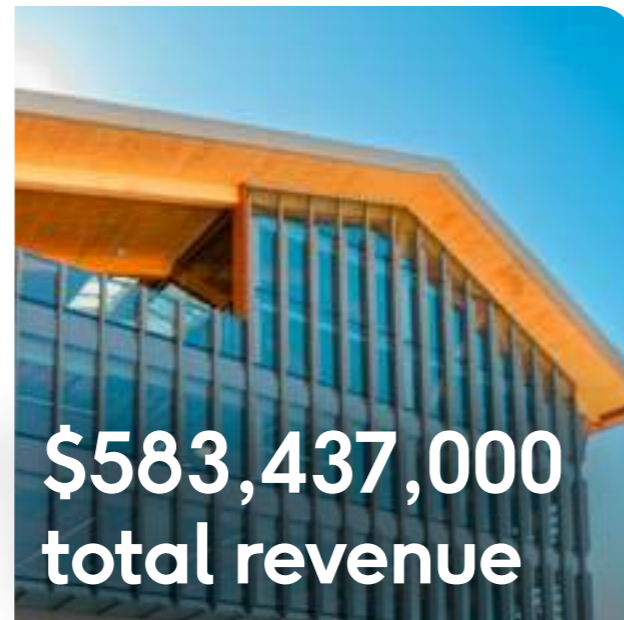
First Nations Students: Proportion of Domestic cohort	2.53%
Low SES Students: Proportion of Domestic cohort	19.67%
Students with a Disability: Proportion of Domestic cohort	23.85%

* Domestic Equity Students figure includes students in one or more identified equity groups – First Nations, low socioeconomic status, regional and remote, students with a disability and/or first-in-family.



1,856
full time
equivalent staff
(FTE)

Academic Staff (FTE)	794
Professional Staff (FTE)	1,062



\$583,437,000
total revenue

Percentage Increase in revenue from 2023	23.5%
Total research income	\$48,184,000

Purpose and Priorities

Our Vision

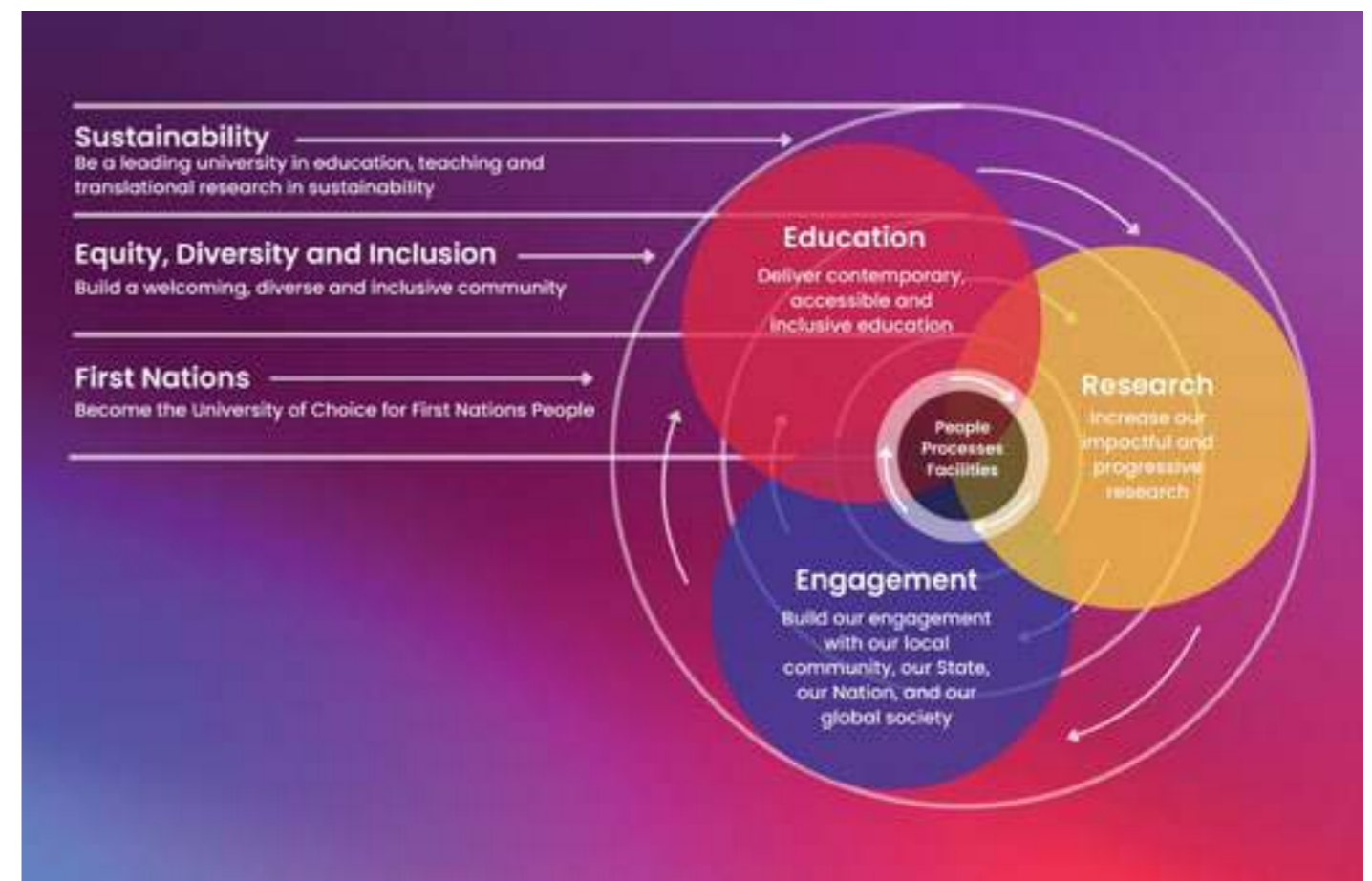
Our vision is to be widely recognised as the university of choice for people who care, who value inclusion, curiosity and innovation, and who desire to make a positive social impact.

Murdoch University will be a leading university in education, teaching and research in sustainability; a thriving, welcoming, diverse and inclusive community. We will be the university of first choice for First Nations peoples, promoting and benefiting from Indigenous Knowledges. Our quality education will be contemporary, accessible and inclusive. Our graduates will be keenly sought by employers and will be known for having adaptability, fresh perspectives, practical skills and a social conscience. Our research will be impactful, and we will have strong industry and institutional collaborations.

Murdoch's legislated purpose is "the advancement of learning and knowledge, and the provision of university education", expressed through our core activities of education, research, and engagement. Our purpose and vision is put into action through

Murdoch University's Strategy 2023–2030: Ngala Kwop Biddi: Building a Brighter Future, Together.

The three strategic themes – Sustainability; Equity, Diversity and Inclusion; and First Nations – articulate our values and principles and drive expression of our core activities.



Celebrating 50 Years

Murdoch University commenced its 50th anniversary celebrations from 17 September 2024 — five decades since the University's inauguration in 1974 — and coinciding with the birthday of our namesake Sir Walter Murdoch 150 years prior. Several events were held throughout the year and are planned to continue into 2025 to commemorate the anniversary of when the doors officially opened for students in 1975.



Explore more of Murdoch's history.



1970s

1970 The Federal Government announces a **second university** will be established in Western Australia, incorporating the State's first Veterinary School.

1970 WA Premier Sir David Brand announces the new university will be named after **Sir Walter Murdoch**.

1974 Inauguration ceremony to formally open Murdoch University.

1975 More than **500 Foundation students** attend orientation week.

1977 61 students are awarded degrees at the University's **inaugural graduation ceremony** at the Perth Concert Hall.

1979 The **Veterinary School** is formally opened by the Hon Sir Charles Court, Premier of Western Australia.



1980s

1983 Murdoch's **Aboriginal Education Unit** — later renamed Kulbardi — opens to improve pathways and participation rates for Aboriginal and Torres Strait Islander students.

1986 More than 20,000 people attend the University's **Open Day**.

1988 Total **student enrolments** pass 5,000 for the first time.

1988 Murdoch establishes the **Asia Research Centre**, after securing a \$6 million Australian Research Council Grant in 1990.

1988 A **merger proposal** between The University of Western Australia and Murdoch University, initially proposed earlier in the decade, is defeated in the WA Legislative Council by one vote.



1990s

1992 **School of Law** established.

1992 **State Agricultural Biotechnology Centre** established.

1993 **First overseas graduation** ceremony, attended by 128 graduands, held in the Regent Hotel Singapore.

1994 The 175-seat **Nexus Theatre** opens for teaching and wider community performances, seminars and screenings.

1997 **Student enrolments** pass 10,000 for the first time.

1998 WA Governor Major-General Michael Jeffery officially opens Murdoch's **Rockingham Regional Campus**.



2000s

2002 **Emeritus Professor Geoffrey Bolton** elected University Chancellor.

2002 The Bill and Melinda Gates Foundation grant \$13 million to the Centre for Clinical Immunology and Biomedical Statistics for **HIV vaccine** research.

2005 Official launch of the **Peel Regional Campus** at Mandurah.

2007 **Student enrolments** pass **15,000** for the first time.

2007 Federal Government allocates \$19.5 million towards the establishment of the Institute for **Immunology and Infectious Diseases**.

2008 International Study Centre opens in **Dubai**, following the establishment of a Murdoch campus the year before.



2010s

2010 Completion of the new **Murdoch Business School** and Murdoch Institute of Technology.

2011 Launch of new \$7.5 million **School of Energy and Engineering**.

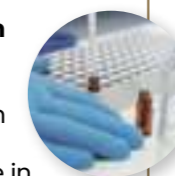
2011 The new \$4 million School of **Chiropractic and Sports Science** opens.

2011 Launch of new \$9 million **Veterinary Surgery Teaching Facility**.

2017 Official dedication ceremony of the **Geoffrey Bolton Library**.

2018 \$21 million **Student Hub** officially opens.

2019 The **Australian National Phenome Centre** opens, positioning Western Australia as an international centre in precision medicine.



2020s

2020 The COVID pandemic accelerates **Technology Enhanced Learning**, resulting in a rapid adoption of digital technologies.

2020 Murdoch achieves the **SAGE Athena Swan** bronze accreditation for Murdoch's commitment to improving gender equity and diversity.

2022 Launch of the **Indo-Pacific Research Centre** to raise awareness of critical issues facing the region.

2023 **Boola Katitjin** officially opens to wide acclaim, earning multiple awards nationally and internationally.

2023 The **Food Innovation Precinct WA (FIPWA)** officially opens at Nambearup to support and develop the State's food and beverage sector.

2023 NHMRC recognises Professor Rhonda Marriott's **Birth on Noongar Boodjar** in its "10 of the Best" research projects for the year.

Town Hall presentation

Five special guest speakers took us on a journey through Murdoch's 50-year history, each focusing on one decade and their memories of the time. Foundation Professor of Education Professor Brian Hill, Chancellor Gail McGowan, Wynette Francis, Emeritus Professor Neil Loneragan, and former Associate Professor Chris Smyth each spoke to Murdoch's lasting values over its 50 years and the milestones reached.

WA Premier launches Murdoch's 50th celebrations

WA Premier and Murdoch alumnus Roger Cook officially launched the 50th anniversary celebrations in Boola Katitjin – Murdoch's multi award-winning academic building – before 180 dignitaries from government, business, industry, academia and the community. Premier Cook told the audience Murdoch "broke the mould" as the first WA university to open the doors to higher education for people from diverse backgrounds, including mothers, working men and women, First Nations people and regional people. Descendants of Sir Walter Murdoch's family were invited as special guests.

50 Years of Murdoch University: The place, people and stories exhibition

Staff, students, and our local community were invited to experience highlights of Murdoch's 50-year history with an exhibition in the Geoffrey Bolton Library called '50 years of Murdoch University: the place, people, and stories'.

Attendees were immersed in displays of interesting artefacts on each floor, including Sir Walter's travelling chess set and pocket watch, a journey through Sir Walter's life, Geoffrey Bolton's regalia robe, and news clippings with our various achievements. Additionally, there were digital displays and oral histories from people who made significant contributions to the University.

Introducing the Marion Blackwell Garden

Murdoch honoured the contribution of Western Australian landscape architect Dr Marion Blackwell AM, whose visionary designs of 50 years ago helped create the University's renowned "bush campus in the city". The University formally renamed the courtyard garden Bower Court, one of her original designs, as the Marion Blackwell Garden. Appointed Murdoch University's Landscape Consultant in 1973, Dr Blackwell reflected the University's early sustainability ethos, designing the South St campus with extensive use of Australian native plants to complement the campus architecture by Ronald Jack (Gus) Ferguson.



WA Parliament House displays 50 years of Murdoch's Art Collection

An exhibition of works from the Murdoch Art Collection formally opened at WA's Parliament House in the lead up to the 50th anniversary. *An Enduring Exuberance – Murdoch University's Art Collection Turns 50* featured 26 works reflecting Murdoch's founding values of inclusivity, social justice and sustainability. The Murdoch collection began with the generous gifting of five artworks and has grown to a collection of more than 2,500 works today. The exhibition was curated by Murdoch's Art Collection Manager and Senior Curator Mark Stewart and Assistant Curator Dr Baige Zylstra with assistance from arts student Chelsea Ford.

Sir Walter Lecture – Legacies of Leadership

Dr Tony Buti MLA, Minister for Education, Aboriginal Affairs, Citizenship and Multicultural Interests, delivered the 50th anniversary edition of the Sir Walter Murdoch Lecture. Since inauguration, Murdoch has invited political, legal, foreign policy and community leaders to deliver the annual Sir Walter Murdoch Lecture on critical issues. The lecture reflected on the lives of Sir Walter Murdoch, and distinguished former Murdoch University Chancellor, Sir Ronald Wilson.

50 years of the School of Veterinary Medicine

The School of Veterinary Medicine celebrated its 50th anniversary at a special Alumni & Philanthropy event. Alumni, donors, staff and former staff were invited to celebrate the milestones of WA's first and only Veterinary School. Attendees included Dr Mal Nairn who was instrumental in planning for the new Veterinary School and served as Dean from 1980–1983. Distinguished Alumni Award recipient for 2024 and former Chief Veterinary Officer of Australia, Dr Mark Schipp PSM was the guest speaker.

Remote and rural scholarships

50 scholarships in celebration of our 50 years were announced in 2024. The scholarships are designed to help offset relocation and related costs for remote and rural students in the first year of their undergraduate degree. Launched at the end of 2023, alumni donations have supported three scholarships, with an ongoing goal to raise more than \$250,000 for rural-based students. At the end of 2024 the halfway mark of this goal had been reached with funding for 25 scholarships raised.



Strategic Themes

- Sustainability
- Equity, Diversity and Inclusion
- First Nations

Our three Strategic Themes flow through everything we do. Together these characterise the distinctiveness and identity of Murdoch University.



Sustainability



Associate Professor
Martin Brueckner, Pro Vice
Chancellor Sustainability

In 2024 a sub-strategy was created for the University's key objective of Sustainability. With 50 years of history and commitment to sustainability behind the University, the sub-strategy looks forward, focused on how actions in the future will continue to create change in the sustainability space.

> 2024 Highlights

Sustainability Sub-Strategy 2024–2030, Moorditj Boodja – Strong Country

The Sustainability Sub-Strategy 2024–2030, *Moorditj Boodja – Strong Country* was launched in November 2024. Together with the accompanying Implementation Plan 2024–2027, this comprehensive sub-strategy will operationalise Murdoch's commitment to sustainability outlined in the University Strategy.

Moorditj Boodja means 'Strong Country' in the Noongar language. It reflects a deep respect for the land and a commitment to sustainability, and it will chart a credible pathway toward a more sustainable future.

Informed by sector-specific best practice frameworks, *Moorditj Boodja* outlines how the University can reach its ambitious goals for decarbonisation and waste valorisation; climate resilient and nature positive campuses; and an empowered and sustainability-literate University community that is working towards a world where people and planet can thrive.

The Strategy outlines Murdoch's vision to lead by example, empowering local and global communities to embrace a future where environmental impacts are minimised. It is built on six guiding principles: Nature Positive, Sustainability Ethos, First Nations Knowledges, Collaboration & Inclusivity, Transparency & Accessibility, and Living Laboratory.

The key priority areas of the Strategy are:

- **Energy:** Achieving net zero operational emissions by 2030
- **Circularity:** Achieving zero waste to landfill by 2030
- **Transport:** Moving towards net zero transport and commuting emissions by 2030
- **Biodiversity:** Creating nature-positive campuses by 2030
- **Water:** Reducing the use of scheme water and groundwater while minimising impacts on water resources
- **Climate Resilience:** Enhancing preparedness and safeguarding wellbeing against climate change impacts

Four core activities are identified:

- **Education:** Enhancing staff and students' sustainability literacy and reducing the environmental impacts of teaching delivery
- **Research:** Enhancing the impact of research outcomes to support a sustainable future while seeking to reduce the environmental impacts of research activities
- **Engagement:** Fostering a sustainability ethos and increasing engagement with, and awareness of, sustainability issues and actions within the University and beyond
- **Governance:** Reducing environmental impacts from campus operations and ensuring all University activities are subject to sustainability considerations, working towards environmental, social and governance (ESG) excellence

Implementation Plan 2024 – 2027

The Implementation Plan provides a detailed roadmap for the first three years of the strategy. In 2027, Murdoch will formally reconnect with stakeholders, and following consultation, a second implementation plan, spanning 2028 to 2030, will be released.

Launching the *Moorditj Boodja – Strong Country* Sustainability Sub-Strategy and Implementation Plan was a whole of University endeavour, involving extensive stakeholder engagement, including input from staff, students, various committees and the Elder Advisory Group.

Carbon Emissions – Achieving net zero operational emissions by 2030

During 2024 steps were taken to calculate the University's emissions and to create a roadmap to achieve the strategic target of net zero operational emissions by 2030. A comprehensive Scope 1 and 2 emissions inventory was undertaken for the 2022–2023 financial year, serving as the Greenhouse Gas (GHG) Baseline against which future emission reductions are measured and reported. This baseline underwent review and received Limited Assurance from RSM Australia Pty Ltd, ensuring its credibility, robustness and accuracy.

The emissions inventory was developed using the internationally recognised GHG Protocol, which categorises emissions into Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased energy), and Scope 3 (indirect emissions from the value chain). For this baseline the focus was on Scopes 1 and 2, with a separate roadmap planned for addressing Scope 3 emissions in the future. Murdoch South St Campus is the dominant contributor to operational emissions, accounting for 87% of total emissions (see Figure 1). This significant proportion underscores the importance of focusing decarbonisation efforts on the South St

Strategic Themes

Campus, while not neglecting other facilities in the overall strategy.

Total South St Campus operational emissions of 10,855 tCO₂-e are categorised into Scope 1 and Scope 2 (see Figure 2). Scope 1 emissions, which are direct emissions from sources owned or controlled by the university, total 1,806 tCO₂-e. These primarily come from stationary combustion (e.g. gas hot water), with smaller contributions from mobile combustion (e.g. gasoline and diesel) and fugitive emissions (e.g. refrigerants).

Scope 2 emissions, which are indirect emissions associated with purchased electricity, significantly outweigh Scope 1, amounting to 9,049 tCO₂-e. This clearly indicates that purchased electricity is the dominant source of greenhouse gas emissions for the South St Campus, accounting for 83.4% of the total campus emissions.

This detailed inventory and baseline data will enable the completion and release of our Decarbonisation Roadmap in early 2025, identifying key areas for emission reduction efforts and charting an effective path towards net zero.

12,502 tCO₂-e
Scope 1 & 2
total tCO₂-e
across all facilities



Figure 1: Murdoch University total GHG emissions by facility FY 2022–2023

1,806 tCO₂-e
South St Campus
Scope 1 emissions

9,049 tCO₂-e
South St Campus
Scope 2 emissions

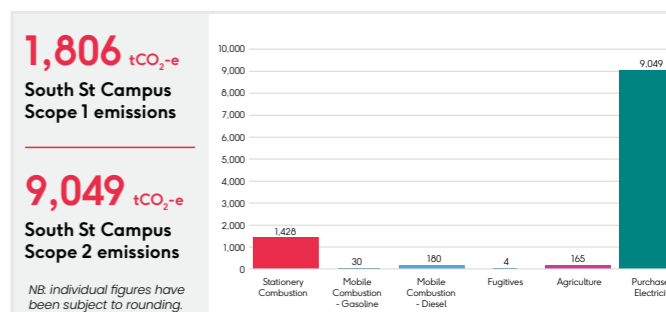


Figure 2: South St. campus emissions profile by source FY 2022–2023

Equity, Diversity and Inclusion



Dr Rebecca Bennett,
Pro Vice Chancellor Equity
Diversity and Inclusion

Our shared vision and mission for EDI is to become a sector leader by celebrating and modelling a genuinely inclusive community where everyone can reach their potential, demonstrating a strong commitment to social justice, social inclusion and human rights in all that we do.

> 2024 Highlights

Murdoch University has a long history of welcoming diverse communities. This inclusive culture is not just a source of pride but a core value. Murdoch is committed to ensuring that everyone, regardless of race, culture, ability, religion, gender, sexuality, age, economic class, or background, can achieve their full potential, and leads this commitment by example, celebrating and modelling a genuinely inclusive community every day.

In 2024 Pro Vice Chancellor Equity, Diversity and Inclusion (EDI) Dr Rebecca Bennett led the development of EDI as a core strategic theme, and the development of the EDI Sub-Strategy.

The Culturally and Linguistically Diverse, LGBTIQ+, and Disability and Neurodiversity Advisory Groups continued to contribute to equity strategy discussions, raise concerns and find innovative solutions, and lead initiatives across the University. These groups are comprised of self-nominated staff and students with relevant backgrounds, experiences and commitments to allyship.

2023 – 2030 Equity, Diversity and Inclusion Sub-Strategy

Murdoch strengthened its commitment to becoming a sector leader in Equity, Diversity and Inclusion with the launch of the 2023-2030 Equity, Diversity and Inclusion Sub-Strategy, aimed at raising the voice, value and agency of diversity groups across the organisation.

The sub-strategy paves the way for achieving the commitments outlined in the University's Strategy, Ngala Kwop Biddi – Building a Brighter Future, Together.

The targets outlined in the sub-strategy include increased diversity in student and staff populations, improved retention and advancement of those from diverse backgrounds, increased representation of diverse leaders, and increased use of social impact assessment tools across research.

The sub-strategy was shaped through a co-design process involving key stakeholders across the core areas of education, research, and engagement. It also underwent a thorough review process involving broader feedback from the wider University community.

The sub-strategy reiterates that Equity, Diversity and Inclusion is a collective responsibility and invites everyone to discover how they can contribute to building a more inclusive community.

Australian Workplace Equality Index

In June, Murdoch achieved Bronze Tier status accreditation in the Australian Workplace Equality Index (AWEI). The AWEI is the national benchmark for LGBTIQ+ workplace inclusion and is designed to gauge the overall impact of inclusion initiatives on organisational culture.

This recognition reflects Murdoch's commitment to LGBTIQ+ inclusion, equality and equity, and to ensuring that a welcoming and secure environment is provided for all employees and students.

Disability Pride Month

Murdoch observed Disability Pride Month for the first time in 2024, building community, education, advocacy and activism, and celebrating disability identity. Members of Murdoch's Disability and Neurodiversity Advisory Group came together to share what Disability Pride means to them. A powerful 'Our Voices' panel was held with topics including accessibility and inclusivity in life, work, study, pride and community. Other activities included Deaf Awareness Training and Enabled Network Careers.

Pride Month

Pride Month in November, a time of reflection, celebration and advocacy, served as a reminder of the progress made and the challenges that remain for the Murdoch community. Murdoch honoured the diversity of the LGBTIQ+ community and promoted a more inclusive society, at Murdoch and beyond, where everyone can live authentically and have pride in their identity. Staff, students and alumni were invited to join Murdoch at the Northbridge Pride Parade. A Pride Stories Walk was also held around campus.



Strategic Themes

New installation shows LGBTIQ+ pride

As part of an ongoing commitment to LGBTIQ+ allyship and an inclusive campus culture, a pride-themed crosswalk was installed. Located just off South Street, the crossing features the colours of the Progress Pride Flag and runs alongside the regular crosswalk. This was the first permanent pride crossing in WA.

International Women's Day naming honour

On International Women's Day the first Aboriginal person in WA to be awarded a PhD – Dr Rosemary van den Berg – was honoured, with a space named after her on campus. The new 'Rosemary van den Berg Room' is an event space overlooking Beeliar Wetlands. This was the first space at Murdoch University to be named after a woman.

Gender Equity Advisory Group

The Gender Equity Advisory Group was established. The group held its first meeting in November and joined the suite of existing EDI advisory groups.

SAGE Cygnet Award

Murdoch University was the recipient of a SAGE Cygnet Award for LGBTIQ+ inclusion, one of only five awarded to Australian universities. This milestone recognised the significant progress made to improve inclusion at Murdoch. The SAGE Cygnet Award is administered by Science in Australia Gender Equity (SAGE) for progress made under the Athena Swan accreditation framework, the internationally recognised accreditation for gender equity, diversity and inclusion.



First Nations



Chanelle van den Berg,
Pro Vice Chancellor
First Nations

In 2024, Murdoch continued its work towards a future that is inclusive, respectful, and prosperous for First Nations communities.

> 2024 Highlights

First Nations Sub-Strategy

The 2024–2030 First Nations Sub-Strategy was launched in 2024, paving the way for achieving the commitments outlined in the University's Strategy, *Ngala Kwop Biddi – Building a Brighter Future, Together*. The sub-strategy sets out the actions the University will take to become the preferred university for First Nations communities and set the standard for Indigenous engagement and excellence.

At the core of the strategy are four essential commitments: truth telling, self-determination, Indigenous excellence, and Indigenisation. A central aspect of realising the strategic vision is building the capacity of students and staff around each of the four areas, so the whole University community can contribute to a culturally strong, safe and supportive environment.



The sub-strategy builds on Murdoch's strengths in providing a supportive environment that embraces and benefits from Indigenous Knowledges and cultural inclusivity. Murdoch currently enjoys the highest representation of First Nations students at any Western Australian university. *The 2023–2030 First Nations Sub-Strategy* was developed with the guidance of Aboriginal and Torres Strait Islander staff, students and community, and non-Indigenous staff at the University.

Cultural load allowance

Murdoch established a cultural load allowance, setting a precedent for recognition of the cultural contribution of First Nations staff in the higher education sector. Cultural load is defined as the additional work borne by First Nations people in the workplace, with First Nations employees typically asked to provide cultural education and guidance to non-Indigenous colleagues.

The Cultural Workload Allowance is a first for the Australian university sector, providing up to \$8,944 per year to First Nations employees who are contributing cultural knowledge and perspectives beyond the scope of their role. Murdoch also provides an Indigenous language allowance to employees who are required to use an Indigenous language in the course of their employment.

Memorandum of understanding

Murdoch University established the first-ever international Indigenous-led Memorandum of Understanding (MoU) in Australia, marking a significant milestone in both Australian and New Zealand higher education.

The unique partnership between Murdoch and the University of Otago will pave the way for enhanced cultural exchange and educational opportunities for Indigenous students and staff.

It will provide the opportunity for students to learn about another Indigenous culture, build their understanding of what it means to be Indigenous, and be empowered by other Indigenous people doing incredible things in their spaces. Pro Vice Chancellor First Nations, Chanelle van den Berg travelled to Otago alongside Noongar cultural adviser Olman Walley and staff and students from Kulbardi Aboriginal Centre and the School of Indigenous Knowledges, to formalise the agreement in November. Culturally significant objects were exchanged and an MoU was signed in Noongar and Te Reo Māori, as well as in English. This broke

new ground as the first time an MoU has been written in Indigenous languages, highlighting the importance of cultural preservation and recognition in higher education.

The partnership will involve students from Kulbardi participating in exchanges with the University of Otago and, in return, University of Otago students coming to Murdoch to engage in similar cultural and educational experiences.

Honorary fellows

The School of Indigenous Knowledges welcomed five influential leaders as Honorary Fellows in 2024, acknowledging their contributions to forging a brighter future for First Nations communities.

The appointments honour the profound and ongoing contributions that each have made to our communities, recognising the strength of Indigenous Knowledges beyond traditional academic settings.

The Fellows were Auntie Angela Ryder, Uncle Anthony Hansen, Ingrid Cumming, Olman Walley and Alison Scott.

Reconciliation post-referendum

On the first anniversary of the Australian Voice referendum, Murdoch collaborated with Edith Cowan University and James Cook University to deliver the report *Reconciliation Post-Referendum: What's Next for Universities?* The report explores the role the higher education sector has to play in advancing reconciliation efforts following the 2023 Indigenous Voice to Parliament Referendum.

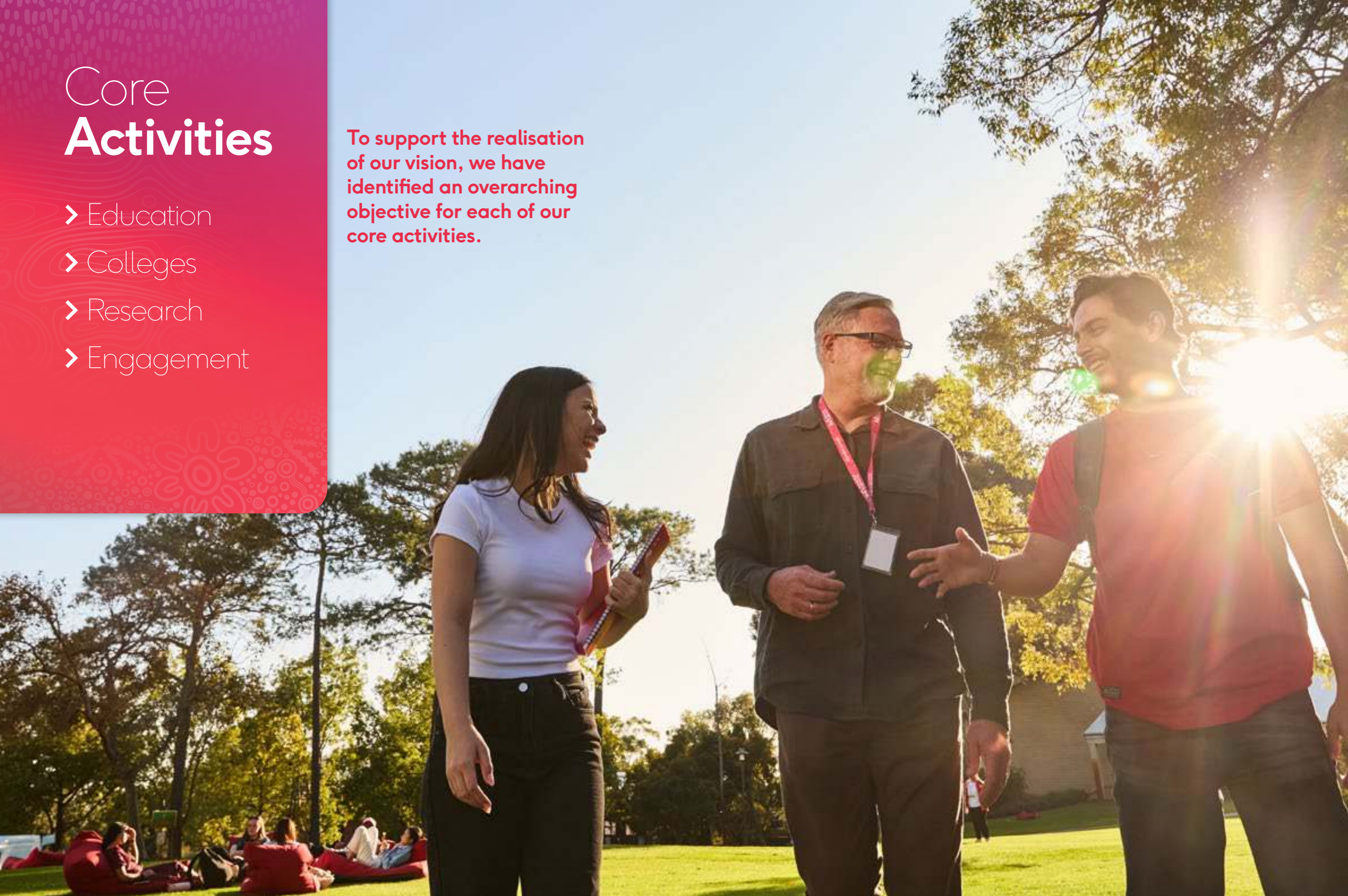
The report serves as a valuable guide for university leaders, providing a practical call for action and pathways to support reconciliation efforts, elevate First Nations voices, and foster genuine relationships with Aboriginal and Torres Strait Islander communities.



Core Activities

- Education
- Colleges
- Research
- Engagement

To support the realisation of our vision, we have identified an overarching objective for each of our core activities.



Education



Professor Don A. Klinger,
Deputy Vice Chancellor
Education

Murdoch University's student cohort was impacted substantially in 2024 by happenings in government and the wider higher education sector. International student numbers initially remained positive following the rapid increase in enrolments in 2023, however, numbers decreased in the second half of 2024 due to Federal Government policies and proposed student visa caps. Total domestic student applications for undergraduate and postgraduate courses increased on 2023 numbers, but overall, domestic student numbers are decreasing, likely due to continuing low unemployment and workforce shortages in Western Australia.

"The DigiLab hosted more than 360 hands-on sessions and demonstrations."



> 2024 Highlights

The **Assessment Policy Framework** was revised in 2024 and incorporated into a Curriculum Policy, supported by two sets of procedures, the Student Assessment Procedure and the Student Assessment Support Procedure. These new procedures will be implemented on 1 January 2025.

Murdoch was successful in the first round of **Open Universities Australia's (OUA) new Strategic Development Funding**. The School of Nursing was awarded funding to develop and offer the fully online course 'Graduate Certificate in Cancer Nursing' from 2026.

Student learning

Murdoch University embarked on a pilot of **Studiosity's new AI-powered Writing Feedback+ service** in a large postgraduate unit for international students. The student feedback was overwhelmingly positive. As a result of the successful trial, Writing Feedback+ will be made available to all students from 2025 and the partnership with Studiosity will be extended for another three years.

The Digital Immersive Lab (DigiLab) has hosted more than 360 hands-on sessions and demonstrations across several disciplines since Boola Katitjin opened in 2023. The growing list of VR applications for learning and teaching include VR Anatomy in Nursing and Exercise Science, Holographic Crime Scene Analysis in Forensic Science, Virtual Cadavers in Forensic Pathology, VR visualisation of 3D models in Engineering, 3D CT Scan Analysis in Anatomy, and Cattle Handling VR Simulations in Veterinary Medicine and Agriculture.

Murdoch's digital learning environment has been updated to incorporate **Turnitin**, which provides students with the functionality to create original writing and teaching staff with the tools to assess student assignments. Turnitin will be available for all units from January 2025.

Core Activity



Peer Assisted Study Sessions (PASS) is a free academic assistance program that uses peer-led study groups to help students succeed in challenging units. The sessions are facilitated by PASS Leaders – high achieving students who have excelled in the unit previously. Nineteen units were offered in 2024, with over 3,900 students attending sessions throughout semester one. Students who attend PASS have a higher mark on average compared to non-attendees.

Murdoch provides **employability and career learning** through the **Murdoch Career Learning Spine**. Murdoch Spine is offered to undergraduate students, with units focused on Career Learning Development. Approximately 3000 students undertook Murdoch Spine units in 2024. These units support student readiness for future graduate careers, with support from the Employability Learning Consultant. In 2024, 38 embedded learning sessions were offered in the units, with updated toolkits for GenAI, Gradwise and the CV360 tool to ensure students received specific support and feedback for their career readiness.

Murdoch continued to participate in the Federal Government's Microcredential Pilot in Higher Education in 2024. Following funding success in 2023, the **'Strategic Decarbonisation Management' microcredential** was delivered twice in 2024, led by Professor Christopher Lund from the School of Engineering and Energy. The pilot received excellent feedback from students. The microcredential will roll out in 2025 with funding from the Department of Education. Collaborative workshops were held with Heads of School to identify future opportunities as there is a growing appetite for short courses. While awaiting the Non-Award Policy, internal processes will be rolled out to prepare for further expansion in this area.



More than 1000 students enrolled in an **enabling pathway** at Murdoch, with 21 students enrolling in OnTrack Sprint over the summer period (January 2024). FlexiTrack High had 241 enrolments from 21 partner schools, a 2.1% increase from 2023. OnTrack Flex had a total of 559 students enrolled and TLC Learning for Tomorrow had an intake of 197 students.

The **TLC Learning for Tomorrow Achievement award** was piloted in 2024, aiming to provide financial support to students from traditionally low socio-economic areas and reduce financial barriers associated with university study. This strategic initiative supports the university's recruitment agenda by recognising and rewarding student achievement within the TLC Pathways programs. In 2024, 23 \$500 prizes were awarded to students from 15 participating schools.

The Australian Universities Accord Final Report, released by the Department of Education, recommended all enabling programs need to be free to reduce financial barriers for students looking to access these pathways. Based on the Accord and other WA university enabling programs, the fee structure for **FlexiTrack High has been reduced** to make it more accessible to students. In 2025, the fee will be reduced to AUD \$300, aligning more closely to other WA universities.

Teaching at Murdoch

Murdoch is accredited by **Advance HE** to facilitate, assess and award three categories of globally recognised higher education academy (HEA) fellowships through two types of provisions; taught causes and experiential reflective application. The latest Advance HE accreditation was achieved in February 2024 for the period 2024 – 2028. The new accreditation includes significant updates to the Certificate in Learning and Teaching and the addition of a new dialogic route for Senior Fellowship applicants. There are currently 86 total Fellows across four programs.

In response to the increasing impact of **Generative AI (Gen AI)**, TEQSA required all universities to develop a Gen AI Action Plan. Murdoch University's plan includes activities that focus on engaging at a sector level; professional learning tools for staff; exploration of emerging technologies; and considerations of changes to assessment practices. Murdoch deployed a pilot of Cogniti, an early-stage Gen AI tool developed by colleagues at the University of Sydney. Cogniti is designed to let teaching staff build custom chatbot agents that can be given specific content. This includes unit outlines, lecture and tutorial notes, other resources to assist students in their learning journey. A similar pilot was conducted using CoPilot, with testing to continue through 2025.

“...one of WA’s brightest minds for her global impact and commitment to sustainable practices.”

*Pro Vice Chancellor
Parisa Bahri and
Dr Biji Kurup.*



Learning and Teaching Scholarships provide funds for staff to undertake and investigate new practices in learning and teaching with a focus on enhancing student learning, engagement and/or experience and in a scholarly manner. Successful applicants will typically receive up to \$5,000 and must undertake and complete their project within one year of award. A new addition in 2024 was the Scholars Forum held in November for Scholarship Fund winners from 2023 and other invited presenters to share their projects.

Murdoch University manages three levels of **Learning and Teaching Excellence Awards**, incorporating College; Vice Chancellor's Learning and Teaching Excellence Awards; and Australian Awards for University Teaching.

Four citations were awarded at the Vice Chancellor's Learning and Teaching Excellence Awards:

- Tobias Ide (School of Humanities, Arts and Social Sciences)
- Anahita Riegler (School of Law and Criminology)
- Jonathan Whale (School of Engineering and Energy)
- David Zhang, Amy Huang, Ella Durand and Linda Yang (School of Business)

Murdoch staff received national recognition at the Australian Awards in University Teaching:

- Associate Professor Paola Magni (School of Forensic Science)
- Anita Olds, Dr Angela Jones and Dr Rebekah Sturniolo-Baker (University Preparation Pathways)

Dr Biji Kurup, Senior Lecturer in Environmental Engineering, was awarded the **2024 Aspire Award from Business Events Perth** for developing sustainable solutions in the fields of industrial ecology and waste management. Dr Kurup was recognised, along with nine others, as one of Western Australia's brightest minds for her global impact and commitment to sustainable practices. Her research and teaching focuses on resource recovery and optimisation of secondary resources.

The Commonwealth allocated \$13 million over three years through the **National Priorities and Industry Linkage Fund (NPILF)** for several Murdoch initiatives; STEM-skilled graduates, Work Integrated Learning (WIL) and industry partnerships.

Key achievements for 2024 included:

- 97% of WIL partners reporting a positive or very positive experience when engaging with Murdoch University.
- Supporting the Outreach team to expand their programs for minority groups who wish to study STEM courses.
- Exceeding the enrolment target by over 100% in the Murdoch Spine data analytics unit MSP200 and receiving excellent student survey feedback.
- Microsoft Learn certifications being available for all onshore students and embedded into units in the School of Information Technology and the Murdoch Spine.
- Hosting the inaugural AI in Education Symposium, including a keynote speaker from industry and a workshop on the new CV360 tool.



Aileen Elliot (centre) with family, friends and colleagues at the February graduation ceremony in 2024.

Honorary Doctorates

Murdoch University awarded its highest honour, an honorary degree, to five outstanding achievers in 2024.

Aileen Elliot

Aileen Elliot received the honorary degree of Doctor of Science in recognition of over 30 years of supporting staff and students, and her roles as laboratory technician, microscopist, and parasitologist. Her contributions in the field of wildlife parasitology have elevated Murdoch University's research status in Animal and Veterinary Science.



Chancellor Gail McGowan, Freddie Yeo, and Vice Chancellor Professor Andrew Deeks.

Freddie Yeo

Freddie Yeo, a globally acclaimed film and television producer, received a Doctor of Letters (honoris causa) for his contributions to the arts and film industry. As an ambassador for Screen Arts in Southeast Asia, he has brought artistic opportunities and economic success to Singapore and neighbouring countries.



Noel Schoknecht with Chancellor Gail McGowan.

Noel Schoknecht

Soil scientist Noel Schoknecht was awarded a Doctor of Science (honoris causa) for his groundbreaking work in making soils data accessible in Australia to the benefit of the agricultural sector. This approach is now the official policy of government entities and funding bodies in the agricultural sector.



Craig Ewens Carter with Chancellor Gail McGowan.

Adjunct Professor Craig Carter

Adjunct Professor Craig Ewens Carter – a pioneer in the deployment of renewable energy technologies in Western Australia – was awarded a Doctor of Science (honoris causa). Dr Carter champions renewable energy and is recognised as one of Australia's leading experts on the integration of wind generation into power grids.



Graham Hardie with Chancellor Gail McGowan.

Graham Hardie

Graham Hardie received a Doctor of the University (honoris causa) for his service to the Western Australian community. He has driven corporate growth in hospitality, commercial development, freight, and farming, whilst creating thousands of jobs and supporting charities in the process. He also served as Pro Chancellor and on the Murdoch University Senate.

Colleges



Academic Structure Organisational Chart



College of Business



*Professor Antonia Girardi,
Pro Vice Chancellor and
Head of College*

The College of Business is dedicated to promoting social responsibility and sustainable development, with the aim to create inclusive environments where everyone can thrive and succeed.

Throughout 2024, the College of Business focused its efforts on exploring contributions to society, the economy, and the broader community by addressing issues in sustainability, ethical leadership, and community development.

The College is committed to providing a transformative educational experience that equips students with the knowledge, skills, and ethical grounding necessary to become leaders in their fields. The rigorous academic programs, experiential learning opportunities, and dedicated staff ensure that Murdoch graduates are well-prepared to make meaningful contributions to society.

The College of Business actively partners with the local community to create a vibrant regional ecosystem. This collaboration enhances the quality of education, promotes lifelong learning, and drives development through shared resources and expertise.



The College is comprised of:

- **School of Business**



*Dr Donella Caspersz (UWA), Vesna Sampson (Murdoch University),
Dr Dilhani Kapu Arachchilage (ECU), Dr Robyn Ouschan (Curtin University).*

> 2024 Highlights

Dr Augustine Donkor, Lecturer from the Murdoch Business School, has highlighted the **positive impact of culturally diverse boards** in his recent research, 'Board Diversity and Corporate Sustainability Performance: Do CEO Power and Firm Environmental Sensitivity Matter?'. Dr Donkor analysed the performance of the 300 largest listed firms in Australia over 10 years, revealing that both cultural and gender diversity improved corporate

“Cultural and gender diversity improved corporate sustainability performance”

sustainability performance. However, these benefits were reduced when influential positions were used for opportunistic gain. The study aims to inform policymakers and corporate stakeholders about the importance of diverse voices, including those of First Nations Australians, particularly for sustainability. It calls for increased diversity and positive influence from powerful CEOs. The study was conducted in collaboration with Dr Terri Trireksani and Professor Hadrian Geri Djajadikerta.

In collaboration with the PVC Sustainability Portfolio, the College of Business hosted the **2024 ‘Students Doing Good’ Sustainable Development Goals (SDGs) Challenge**. Held annually, the challenge invites students from Murdoch University, Curtin University, Edith Cowan University and the University of Western Australia to create sustainable initiatives that encourage change. In 2024 students were tasked with informing the City of Fremantle’s Development Plan (2035–2045) by envisioning a thriving, accessible, green, affordable, and vibrant city while preserving its cultural heritage. Students presented their strategies to a judging panel and the winning team, “Green Is In,” was awarded tickets to the United Nations Gala Awards. The Students Doing Good Challenge demonstrates the power of student-led initiatives to address urban challenges, empowering young people to contribute meaningfully, while reinforcing the value of integrating SDGs into higher education.



High school students participating in the Illuminate Challenge at Murdoch University's South St campus.



Murdoch Business School hosted high school students on campus for the **2024 Illuminate Challenge**, Illuminate Education Australia's flagship program. The Illuminate Challenge invites high school students to participate in a multi-day program, focused on addressing the digital inequity gap identified in their local area. In 2024 Murdoch Business School hosted approximately 200 students from five high schools over three days. Students experienced the life of a university student and became familiar with the Murdoch campus, particularly Boola Katitjin. Participants learnt what it takes to implement a new idea, and the range of skills required to lead and drive change. Murdoch Business School staff lent their expertise in judging, marking and evaluating the proposals.

Murdoch Business School enhanced its educational landscape through **industry co-design and real-world learning**, supported by the National Priorities and Industry Partnership Fund (NPILF). Industry experts, including those from The Culture Factor Group, Buurabalayji Thalanyji Aboriginal Corporation, CAANZ, Hesperia, and Rio Tinto, attended a roundtable to provide feedback on the Accounting for Managers unit within the MBA program. This collaboration offered valuable insights, bridging the gap between theoretical knowledge and the industry landscape. Following the co-design, postgraduate students presented real-world case business plans to industry professionals, who provided feedback similar to investors in a real-world setting.

“It was an amazing experience, and I gained a lot of valuable insights from the feedback provided and questions asked by the experts.” - Student

Murdoch University and Murdoch Business School sponsored the Young Entrepreneur of the Year Award at the **2024 Melville Cockburn Chamber of Commerce Business Awards**. The Awards celebrate achievements in business in the region, recognising their contributions to the local economy and community. Held on the 24 November, PVC College of Business and Dean of the Murdoch Business School Professor Antonia Girardi presented the Young Entrepreneur Award to Charlene Clarke from Catalyst Central.

Dr Kamrul Hassan from the College of Business was one of four chief investigators in a **project aimed at addressing weather extremes in Southeast Asian cities**. Dr Hassan presented the results of cost-benefit analyses and willingness to adopt ecosystem-based solutions to climate change. The project was led by Curtin University and included Associate Professor GM Shafiullah from the School of Engineering and Energy as another chief investigator.

Charlene Clarke winner of the Young Entrepreneur Award and Pro Vice Chancellor (College of Business) Professor Antonia Girardi.



Dr Kamrul Hassan presenting at the International Symposium on Addressing Weather Extremes in Southeast Asian Cities.

College of Environmental and Life Sciences



Professor Jennifer Verduin,
Pro Vice Chancellor and
Head of College

The College of Environmental and Life Sciences prepares students to become leaders in addressing global challenges related to the environment, biodiversity, sustainability, food production and human and animal health. The College offers diverse courses, hands-on learning, and renowned academics, allowing students to gain knowledge and skills for impactful careers.

Through interdisciplinary projects and partnerships, experienced academic and support staff help students apply their expertise and understanding of environmental and life sciences in real-world settings.



The College is comprised of the following Schools:

- School of Agricultural Sciences
- School of Environmental and Conservation Sciences
- School of Medical, Molecular and Forensic Sciences
- School of Veterinary Medicine

2024 Highlights

The School of Environmental and Conservation Sciences provided second-year Ecology students with a two-week field experience, **working on real-world research projects alongside industry experts**. These projects included studying street tree survival and biomass with the City of Kalamunda and the City of Gosnells, monitoring ecosystem health in the Swan River with the Department of Biodiversity, Conservation and Attractions, fish sampling in Albany with the Department of Primary Industries and Regional Development, and collecting data on the survival of translocated Banksia brownii to inform conservation efforts. Students collected data and contributed to collaborative research efforts.

Media coverage for the School of Environmental and Conservation Sciences included stories published by the ABC, The Conversation, and The Guardian. The stories reported on the impacts of climate change on forests and estuaries, methods for building resilient nature-based solutions, and the role of fire water points as refuges for biodiversity.

In the School of Environmental and Conservation Sciences, **students undertook bird surveys in a range of banksia woodland** locations around Perth, comparing methodologies and contributing data towards Birdlife Australia's Citizen Science program, Birdata.

Murdoch students on
Snake Hill, Albany WA.



Murdoch student
winners at the John
Glover Symposium.



In October, students from the College presented posters at the **John Glover Symposium**, organised by the Royal Society of Western Australia. The symposium explored Perth as a 'Megadiverse City: From the Indian Ocean to the Perth Hills'.

As part of the presentations, students from four WA universities submitted entries to the student posters awards; each award valued at \$1,000. Murdoch students were awarded five of the 11 prizes.



Murdoch Forensics students with key leaders from Geeta University in India.



The Hon. Jackie Jarvis with Murdoch Agriculture students.



Murdoch Agriculture students at the ICMJ competition.

The School of Medical, Molecular and Forensic Sciences introduced **new units and courses** this year. New first year-units, including Transition into Biomedical Sciences, commenced in the Bachelor of Science, and Introduction to Medical Laboratory Science, commenced in the Bachelor of Laboratory Medicine. A Master of Food Science course was introduced in semester two and was largely taught at the WA Food Innovation Precinct (FIPWA) at Nambeelup. A Master of Infectious Disease Surveillance and Control course was also approved for 2025.

Ten students from the School of Medical, Molecular and Forensic Sciences received scholarships from the **New Colombo Plan** to participate in a collaborative project at Geeta University in India, where they focused on how to apply nanotechnologies and Artificial Intelligence to criminal investigation and forensic science. Students engaged in crime scene investigation simulations and a photography class to hone their documentation skills. In the lab, students worked on enhancing fingerprints with nanotechnologies, learnt about cybersecurity and explored forensic animation techniques. In addition to visiting the local police academy and pathology department, students were immersed in the culture and introduced to new perspectives.

The School of Agricultural Sciences **Livestock Industry Career Readiness unit** ran for the second year, with students making the most of the opportunity to network and improve industry connections. The unit continues to receive positive feedback from students and industry, particularly due to the Networking and Communication workshops and fieldtrips, such as the AWI Industry Tour, which included the DPIRD Katanning Research Facility this year. Students met with the Hon. Jackie Jarvis, WA Minister for Agriculture, as part of the unit and were inspired by the industry insights offered by the Minister.

Nine students from the School of Agricultural Sciences travelled to New South Wales to participate in the **2024 Intercollegiate Meat Judging (ICMJ) competition**. This opportunity allowed them to expand their horizons and forge connections with university peers from across Australia, the United States and Japan, as well as network with leaders in the field. Kristy Shadbolt secured first place in pork judging and fifth place overall, and Brooklyn Seth finished in fifth place for pork judging.

The School of Agricultural Sciences introduced the **Shade and Shelter project**, led by Associate Professor Serina Hancock and Adjunct Associate Professor Hayley Norman. The project focuses on the impact of shade and shelter on sheep reproduction and welfare. It is a \$5.3 million national research program that aims to enhance sustainable meat production while ensuring the welfare of livestock.

Murdoch Agriculture graduate, Taite O'Neill, was selected to join the **Australia Wool Innovation (AWI) Graduate Training Program**. Miss O'Neill is set to move to Sydney in early March 2025 to begin the 18-month AWI Graduate Training Program.

The Animal Hospital at Murdoch University (TAHMu) successfully implemented the Cloud Based Practice Management Software **EzyVet** with the workflow program Vet Radar. This software is designed to improve client experience and reduce administration time to allow our staff to engage in even better patient care and teaching Veterinary students.

The School of Veterinary Science implemented a **redeveloped admissions process** to offer places in the veterinary program much earlier. The process has enabled Murdoch University to understand the student market and adapt offers and program to ensure the course remains relevant and offers an exceptional student experience.

The College celebrated significant achievements with several faculty members earning esteemed awards. On campus, Emeritus Professor Jen McComb received the **Murdoch University Senate Medal** for her expert supervision of HDR candidates, Dr Ashwin Vadiveloo received the **Early Career Research Award**, and Shu Hui Koh received the Murdoch University College and **Portfolio Learning and Teaching Award**.

Off campus, several researchers won prestigious awards throughout the year, with the highlights being presented to Associate Professor Paola Magni who received the **Australian Scientist Communicator of the Year** from Australian Science Communicators, and Associate Professor Vicky Solah who received the **Keith Farrer Award of Merit** from the Australian Institute of Food Science and Technology.

Core Activity



Taite O'Neill, Murdoch University Agriculture graduate.



Staff at The Animal Hospital at Murdoch University enjoying the new EzyVet system.

Throughout 2024, there were **several research wins**.

Dr Jason Terpolilli received \$2,151,578 from Grains Research and Development Corporation (GRDC) for 'Enhancing Rhizobia resources to improve N fixation in pulse crops across Australia' and Dr Cecilia Prele received \$1,570,798 from the Medical Research Future Fund for The UNFOLD Study; 'Investigating immunotherapy for chronic lung disease'.

The College hosted a Research Showcase for staff and students for the first time in over a decade, providing insights into the current research projects underway.

There were 76 Higher Degree by Research completions in 2024.

College of Health and Education



Professor Guillermo Campitelli,
Pro Vice Chancellor and
Head of College

The College of Health and Education readies students for impactful careers in healthcare and education, emphasising community wellbeing. With state-of-the-art facilities and robust industry ties, students engage in real-world scenarios, internships, and hands-on experiences, ensuring graduates are well-prepared to address evolving challenges in these fields.



20th cohort of Chiropractic students at the 2024 Clinic Induction Day.

The College is comprised of the following Schools:

- School of Allied Health
- School of Education
- School of Nursing
- School of Psychology



Murdoch Chiropractic students on outreach trip to Derby.

> 2024 Highlights

Several staff from the College received **awards** for their contributions at Murdoch University and within the community.

Dr Ruth Wei, Senior Lecturer in the School of Nursing, was awarded the 2024 Vice Chancellor's **Living Our Guiding Principles and Values Award**.

Professor Hamid Sohrab, from the School of Psychology, received the Vice Chancellor's **Excellence in Research Distinguished Sustained Achievement Award**.

Dr David Lewis was conferred as a **Fellow of the Human Behaviour and Evolution Society**.

The Chiropractic Program hosted its **annual Clinic Induction Day**, marking the transition for its students from theoretical learning to hands-on clinical training. This year's event was especially significant as it welcomed the 20th cohort of students into the student clinic located at the South Street campus. The ceremony was attended by fourth-year chiropractic students and their families, celebrating this major milestone in their academic careers.

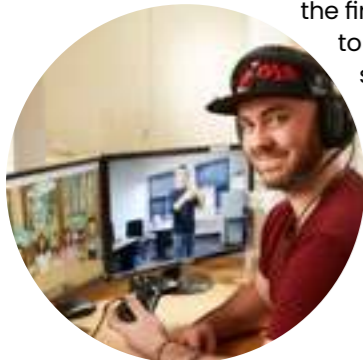
Hosted by the **Majarlin Kimberley Centre for Remote Health**, four final-year students spent two weeks delivering pro-bono chiropractic care in Derby and neighbouring communities in Western Australia's remote Kimberley region. A highlight of the trip was a visit, accompanied by Elders Auntie Jean Roberts and Leena Fraser-Buckle, to the 'closed' community of Looma where the students provided chiropractic services and lifestyle advice under the shade of a 500-year-old Boab tree. Although Murdoch's remote chiropractic outreach program has been running since 2006, it was the first time it had been to Derby.

"This year's event was especially significant as it welcomed the 20th cohort of students"

Planning was undertaken for **additions to the School of Education offerings**. From 2025, the School of Education will offer a co-major (for Secondary Education students) and minor (for Primary Education students) in Inclusive Education. This new course will equip students with the skills to ensure all students in their classroom have equitable access to high-quality education. The co-major and minor will include units around teaching literacy and mathematics to children with learning difficulties and disabilities, and teaching students with high-incidence disabilities. Additionally, a new Extended Professional Practice Program will provide high-achieving pre-service teachers with enhanced initial teacher education in pilot schools.

Dean and Head of the School of Education, Associate Professor Peter Whipp has found that **simulations are an effective on-entry screening tool for teaching candidates**. Australian universities are now required to implement non-academic on-entry evaluations for all teacher education candidates. Murdoch University was

the first university in Australia to implement teaching simulations and augmented learning environments into the general course structure, using Mursion technology (SimLab).



Dr Alison Hilton, from the School of Education, has influenced **several national policy changes to the Literacy and Numeracy Test for Initial Teacher Education (LANTITE)** due to her doctoral thesis, 'LANTITE's impact on teacher diversity: Unintended consequences of testing pre-service teachers'. These policy changes directly align with the recommendations from the study.

Students from the School of Allied Health were given the opportunity to gain practical experience by delivering **elite level sports testing** to high school students at SEDA College's annual 'Draft Day'. The day allowed Murdoch students to apply their classroom learning using cutting-edge technology to deliver a professional level sports testing program in a live setting. Using state of the art technology, they delivered a rigorous program modelled after the AFL Draft and experienced by athletes.



Murdoch Exercise Science students at SEDA College's 'Draft Day'.

Dr Martyn Binnie from the Western Australia Institute of Sport presented to the Physical Activity, Sport and Exercise (PHASE) Research Group, which is part of the School of Allied Health. Dr Binnie discussed the **role of science in preparing Olympic athletes**, providing industry insights to the group of academics, researchers and HDR students. The guest presentation from Dr Binnie provided the research group with ideas on how to implement experience and knowledge and advance human health and sport performance.

The School of Nursing has begun developing their newly approved **Graduate Certificate of Cancer Nursing**. The application to the OUA Strategic Development Fund for the course was one of only two to be successfully funded. Additionally, the School of Nursing achieved accreditation from the Australasian College of Health Service Management (ACHSM) for the Master of Health Care Management course. This course is the first of its kind in Western Australia.

Murdoch University and Royal Flying Doctors Service (RFDS) established a **new partnership**, offering aeromedical placements for Indigenous nursing students. This partnership is a part of Murdoch's commitment to support initiatives that address health inequities by increasing the Indigenous healthcare workforce. The program was piloted in 2024 with a third-year student undertaking a four-week placement with the service. First and second year students will commence placements in 2025.

The School of Psychology has delivered **several training workshops, established partnerships and provided advice** to several state and national organisations throughout the year, including WA Police Force's Senior Command and the WA Department of Fire and Emergency Services' Major Incident Controllers; various hospitals; Department of Education; NSW Police Force and the Australian Federal Police; and the Australia New Zealand Policing Advisory Agency.

Dr Matthew Thompson, from the School of Psychology, **conducted an in-person workshop for FBI fingerprint examiners in Washington D.C.**, designed to enhance their expertise through interactive learning and practical exercises. The workshop covered key topics such as the science of fingerprint analysis, the psychological aspects influencing expert judgment, and strategies for applying scientific insights to improve decision-making. This training aimed to strengthen the examiners' skills and performance in critical investigations while fostering potential long-term collaboration.

Dr Sonja Geiger, from the School of Psychology, co-led a research **project designed to generate collective action to address climate change**. Participants were given an immersive virtual reality experience where they experienced life as a tree. They began as a seed in the ground and grew into a tall tree in the middle of an expansive forest. The simulation ended with the forest catching fire and the tree burning down. After the experience, participants reported feelings of connectedness and changed perspective. More research will be conducted to discover whether the increased connectedness to nature can lead to a long-term shift towards pro-environmental behaviour.



College of Law, Arts and Social Sciences



Professor Deborah Gare,
Pro Vice Chancellor
and Head of College

The College of Law, Arts and Social Sciences prepares students to become influential contributors in their fields of choice. With comprehensive programs and a strong emphasis on innovation, engagement, and practical learning opportunities, students gain the knowledge, skills, and critical thinking abilities they need to navigate the complexities of the professional world.



The College is comprised of the following Schools:

- School of Humanities, Arts and Social Sciences
- School of Indigenous Knowledges
- School of Law and Criminology
- School of Media and Communication



Clara Armanious, Murdoch University Dubai student.



Writer and director William Turner and Murdoch producer Cameron Whiteford.

> 2024 Highlights

Associate Professor Jenna Woods was appointed as the **Dean of Indigenous Knowledges** in 2024. Starting as a student in K-Track and now as Head of School, Associate Professor Woods plans to make every student count.

The School of Indigenous Knowledges welcomed **five influential leaders as Honorary Fellows**, acknowledging their contributions to forging a brighter future for First Nations communities. Angela Ryder, Anthony Hansen, Olman Walley, Ingrid Cumming, and Alison Scott were appointed in 2024. The Honorary Fellows Program is new to the School and the appointments formalise the existing relationships the leaders have with Murdoch University, having previously contributed to strategy, teaching, learning and research activities.

Clara Armanious, a School of Media and Communication student at Murdoch University Dubai, was selected to represent the United Arab Emirates (UAE) at the prestigious **Cannes Lions Roger Hatchuel Academy 2024**. The Roger Hatchuel Academy saw 30 students from around the world participate in a six-day program to learn from the world's greatest brands, creative minds, and industry leaders at Cannes, France.

Media Arts Centre technical officer (and Murdoch alumnus), Cameron Whiteford, **claimed the highest honour of the WA Made Film Festival, Best of the Fest Award**. His short film, *Esperance to Fremantle*, was produced by Mr Whiteford, Patrick Nichols and Alexander Turner, with Joe Henderson as Director of Photography. It was considered the most outstanding film across all categories. *Esperance to Fremantle* was written and directed by lawyer-turned-filmmaker William Sebastian Turner for his thesis at Columbia University in New York.

Fifteen researchers from across the globe, co-led by Dr Anne Schwenkenbecher from the School of Humanities, Arts and Social Sciences have shown that **philosophical expertise can help close the gap between research and policy**. Publishing in *Nature: Human Behaviour*, the group described how philosophers can benefit public policy development, especially when dealing with complex problems like those faced during the COVID pandemic.



Creative Media Showcase, 'Continuum'.



Narelle Hopkin (Towie), Head of Journalism in the School of Media and Communications, was **nominated in two categories at the 2024 WA Media Awards** held by the Media, Entertainment and Arts Alliance (MEAA). The nominations for her work, which include a powerful piece about the domestic violence-related murder of two women in Floreat and the decline of Little Penguin numbers at Penguin Island, have prompted her to reflect on the importance of keeping journalism alive and inspiring the next generation.

The **annual Creative Media Showcase** was held in November 2024. This year it was named 'Continuum' and presented student work from the Creative Media and Communications disciplines. Several awards were presented to students for their creative work at the event and attendees were able to gain a glimpse into the life of a Murdoch student in the creative disciplines.

The School of Law and Criminology implemented the **Stan Perron Program for Applied Ethics in Law and Business**. The aim of the program is to provide leadership and to foster excellence in teaching and service in applied ethics, with a focus on human rights and ethics in the profession, industry, and community. The program is designed to grow sustainably, extending its impact beyond the initial \$1.2 million and five-year grant period. Associate Professor Mary Anne Kenny, program lead, has introduced the Business Ethics Unit, a first for the University.

Core Activity

The School of Humanities, Arts and Social Sciences **hosted an academic and industry symposium called 'Gaza Speaks'**. Leading researchers and creatives from across Australia and internationally worked with Murdoch academics to further our understanding of this era-defining conflict. This collaboration will lead to future research outputs for Murdoch's experts. Notable high-level political figures attended the event, including Fatima Payman and David Shoebridge.



The College successfully implemented several **New Colombo Plan (NCP)** programs within the Indo-Pacific region in 2024. In the 10th year of the Commonwealth's NCP program, the College ran programs in Singapore, Indonesia, Sri Lanka, Bhutan and India. Over 100 undergraduate students from across Law, Arts, Creative Media, Communications and Social Science disciplines experienced the region in considered, impactful and meaningful mobility programs. International partners included: Ocean Purpose Project (Singapore), Sea Communities (Indonesia), ACICIS (Indonesia), NSBM Green University (Sri Lanka) and OP Jindal (India).

The **Indo-Pacific Research Centre (IPRC)** was successful in securing several grants from the Department of Foreign Affairs and Trade and the Department of Defence. The IPRC introduced two new events in 2024; the inaugural Indo-Pacific Address by Professor John Fitzgerald and the inaugural Indonesia Film Festival in collaboration with Murdoch's School of Media and Communications and the Indonesian Consulate. Other highlights included launching the Centre at Murdoch University's Singapore campus and the Australian Embassy in Jakarta; securing industry collaboration for an energy transition project; contributing to an Australia Awards short course with Murdoch's School of Energy and Engineering; and partnering with the School of Humanities Arts and Social Sciences, the Murdoch University Art Gallery and PEN Perth on an art exhibition and public lecture about Myanmar.



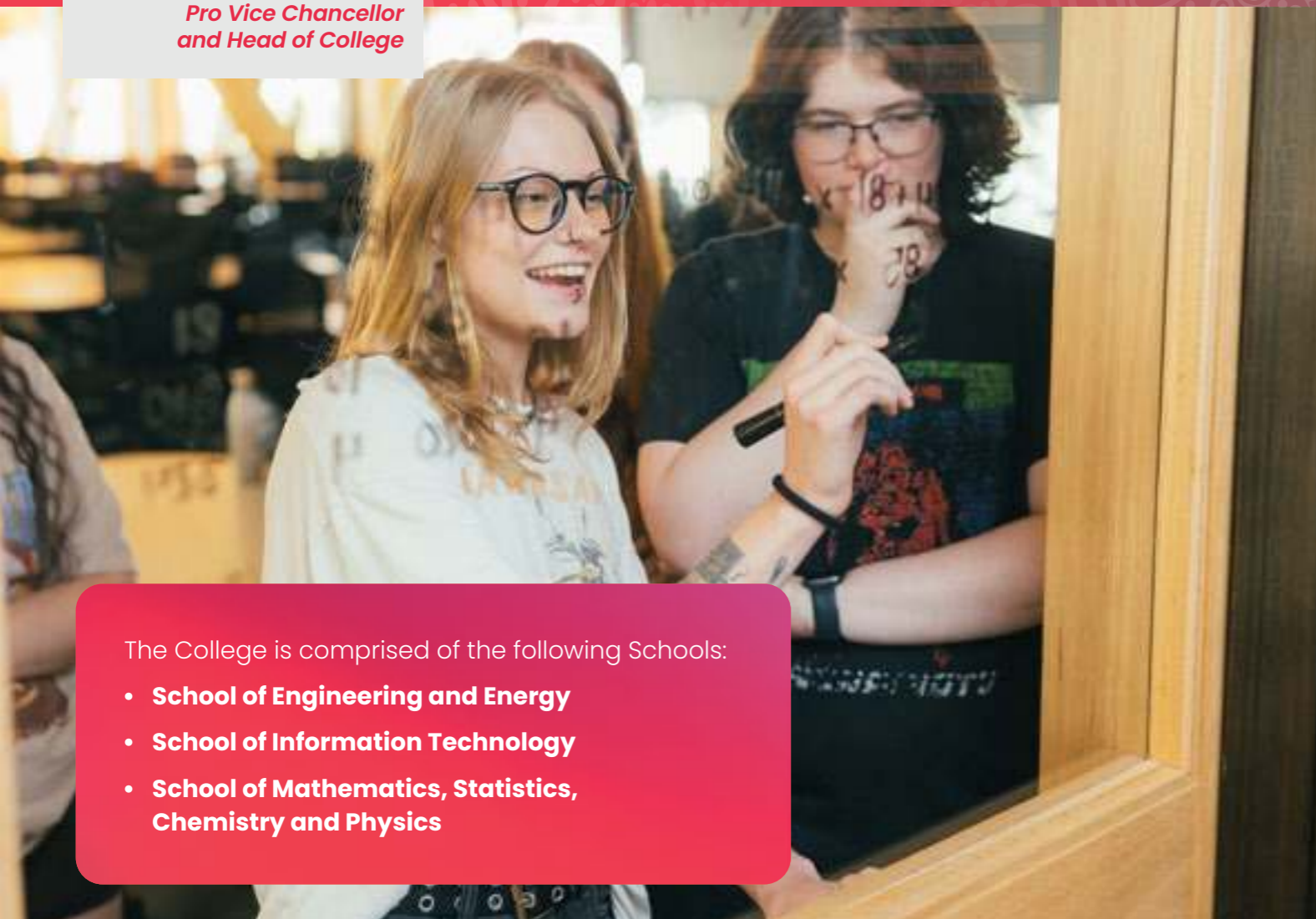
Murdoch students in Bhutan as part of the New Colombo Plan program.

College of Science, Technology, Engineering and Mathematics



Professor Parisa Bahri,
Pro Vice Chancellor
and Head of College

The College of Science, Technology, Engineering, and Mathematics provides a well-rounded education, integrating theory and practical skills to prepare students for successful careers. Emphasising hands-on experience, industry partnerships, teamwork, and leadership, students are inspired to drive change and contribute significantly to science, technology, engineering, and mathematics fields.



The College is comprised of the following Schools:

- School of Engineering and Energy
- School of Information Technology
- School of Mathematics, Statistics, Chemistry and Physics

2024 Highlights

Associate Professor GM Shafiullah from the School of Engineering and Energy was one of four chief investigators **researching the extreme weather affects in Southeast Asian cities**. Dr Shafiullah presented on the pressing need for a new climate action plan through a multidisciplinary approach encompassing social, policy and climate science. The project was led by Curtin University and included Dr Kamrul Hassan from Murdoch's College of Business.

Several faculty staff won awards throughout the year, both at college and university level. Associate Professor Jonathan Whale and Dr Amirmehdi Yazdani from the School of Engineering and Energy were awarded **2024 College of STEM Learning and Teaching Awards**. Associate Professor Whale was also awarded the Vice Chancellor's Citation for Excellence in Enhancing Learning, alongside Associate Professor GM Shafiullah, who was awarded the Vice Chancellor's Excellence in Postgraduate Research Supervision Award.

Research led by Professor Ali Arefi, from the School of Engineering and Energy, has suggested that **interconnected scattered microgrids could be the solution to the challenges brought forth by the move to renewable energy**. The issues include variability and surplus generation. The concept involves connecting different small microgrid systems to support each other, addressing technical challenges and reducing operational costs. The aim is to speed up the shift to a future with almost no carbon emissions, making the planet greener.

Murdoch Extractive Metallurgy and Chemistry alumna **Rebecca Pickering donated a cutting-edge microscope to Murdoch University** through her role as General Manager for Process Engineering and Major Hazards at Rio Tinto. The ZEISS EVO Scanning Electron Microscope (SEM) can deliver detailed images of mineral samples magnified up to 300,000 times. Murdoch University's partnership with Rio Tinto has been instrumental in developing sustainable methods to extract the minerals needed for electrochemical systems and batteries.

GM Shafiullah presenting at the International Symposium on Addressing Weather Extremes in Southeast Asian Cities.



Rio Tinto Iron Ore Managing Director Port, Rail & Core Services Richard Cohen and Murdoch University Vice Chancellor Professor Andrew Deeks with donated microscope.



Participants at the Renewable Energy for Remote Communities short course.

The School of Engineering and Energy delivered a **short course called 'Renewable Energy for Remote Communities'**. The program brought together 25 participants from various sectors in Indonesia, including businesses, community microgrids, business associations, government entities, and NGOs. Drawing on Australia's experience in developing renewable energy solutions for its own remote communities, the course provided a pathway for Indonesian communities to establish their own microgrids or Stand-Alone Power Systems (SAPS).

Dr Umera Imtinan, from the School of Information Technology, **guided students and researchers through a review of Artificial Intelligence (AI)**, its significant contributions to global carbon emissions and how to ensure it is environmentally sustainable for the future. Dr Imtinan is leading two research projects to address this gap in knowledge; investigating training for industry professionals to embed sustainability in their practice and ensuring long-term, sustainable Information Systems' design. Dr Mostafa Hamadi, Dr Florence Mwagwabi, Dr Fatuma Namisango and Despina Giannakaki are co-investigators from the School of Information Technology.



Dr Umera Imtinan.

Dr Guanjin Wang from School of Information Technology and Dr Jayne Kotz from the Ngangk Yira Institute for Change received the **Google Academic Research Award**. This award supports their research which focuses on developing a culturally safe AI approach that integrates Aboriginal wisdom and women's lived experiences to enhance perinatal mental health screening services.

The School of Information Technology and the School of Mathematics, Statistics, Chemistry and Physics **developed new majors in Fintech, Bioinformatics and Data Science** within the Bachelor of Data Analytics to be rolled out throughout 2025 and 2026. The School has also developed a new Games Major within the Bachelor of IT to be offered in Dubai from 2025.

Dr Annie Jessop, a post-doctoral fellow from the School of Mathematics, Statistics, Chemistry and Physics led research that discovered **a new method to observe how butterflies develop their colours**. The research focuses on how to measure the colour produced throughout development of the structural colour phenomenon by using the hyperspectral microscopy technique.

The School of Mathematics, Statistics, Chemistry and Physics **welcomed several new staff members**, including Dr Yunwei Zhang (Lecturer in Statistics), Dr Siobhan Wills (Senior Lecturer in Chemistry), Dr Benjamin Lobel, (Lecturer in Chemistry), Dr Todd Gillam, (Lecturer in Chemistry) and Dr Brendan Florio (Lecturer in Mathematics).

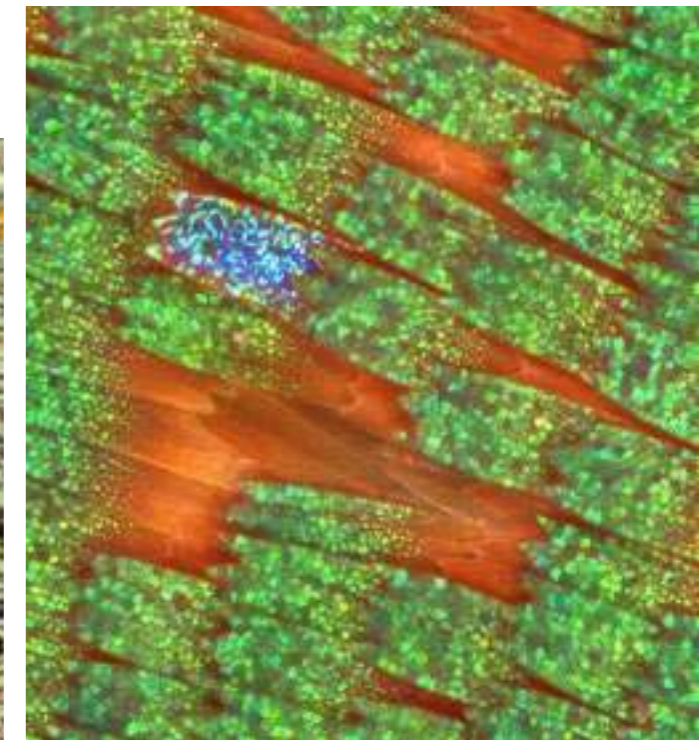


Image of butterfly wing using the hyperspectral microscopy technique.

Research



Professor Peter Eastwood,
Deputy Vice Chancellor
Research and Innovation

In December 2024, Murdoch University unveiled its ambitious Research Strategic Plan (2024 –2030), setting the stage for a transformative era in research excellence. This plan, aligned with the visionary Ngala Kwop Biddi, Building a Brighter Future Together strategy, is designed to maintain and grow the University's research capabilities and impact.

The plan's bold objectives include expanding the research base, forging powerful partnerships and collaborations, nurturing a vibrant research culture, committing to groundbreaking research, developing top-tier research infrastructure, and creating optimal environments for Higher Degree Research students. With specific actions and success measures for each goal, such as boosting research income, enhancing support for research project development, and celebrating research success stories, Murdoch is poised to lead the way in innovative research and discovery.

In February 2024, Murdoch began holding Research Roundtables, creating a regular forum for updates from the Deputy Vice Chancellor Research and Innovation as well as the Research and Innovation, and Graduate Research teams. These dynamic and interactive meetings represent a hotspot for academics across the University to present and discuss their groundbreaking research. Professional staff are also regularly invited to share insights on issues of common interest to research academics. The Research Roundtables showcase the incredible breadth and quality of research at Murdoch, and initiate fascinating multi-disciplinary collaborations, especially among those attending in person.

Video recordings of past Research Roundtable presentations can be accessed on an internal platform, which also features agendas for upcoming meetings and links to the Office of Research and Innovation and the Graduate Research Office. Microsoft Viva Engage 'for researchers' was established in 2024 offering a platform for staff members to discuss research issues and stay informed. The platform currently boasts over 500 members. The Research Roundtables are open to all Murdoch University staff and students, can be joined in-person or online and will continue to run fortnightly in 2025.

“Murdoch is poised to lead the way in innovative research and discovery.”

The year 2024 represented a consolidation period for Murdoch University's research, underscored by an increase in collaborations between researchers from different colleges, schools, research institutes and centres. These growing partnerships are a cornerstone of the new Research Strategic Plan, which aims to boost research income and foster success through strong research relationships.

> 2024 Highlights

Three of Murdoch University's esteemed academics were included in the prestigious 2024 Clarivate Highly Cited Researchers list. Professor Una Ryan, Professor Jeremy Nicholson and Professor Rajeev Varshney were recognised for their exceptional contributions to their respective fields in health research and agricultural genomics. Highly Cited Researchers are a select group, representing only one in 1,000 scientists and social scientists worldwide.

Professor Una Ryan, from Murdoch University's Health Futures Institute, was recognised for her work as a parasitologist, specifically regarding enteric and blood-borne parasites, which has informed public health policy and earned her two patents.

Professor Jeremy Nicholson, Director of the Australian National Phenome Centre at the Health Futures Institute, was recognised for his work in metabolic phenotyping and systems medicine, which is significantly advancing the fight against global illnesses and improving outcomes for long COVID sufferers.

Professor Rajeev Varshney, Director of Murdoch University's Centre for Crop and Food Innovation, was recognised for his work in genome sequencing, genomics-assisted breeding, and advancing food security in Africa and Asia.

Dr Grey Coupland was awarded the Dr Nic Dunlop Conservation Science award from the Conservation Council of WA. The award recognised her commitment to conservation science in WA. She was named a leader in restoring landscapes, creating wildlife habitats, or connecting people to nature.

Professor Rhonda Marriott AM was awarded the Dr Lowitja O'Donoghue Leadership Award from the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM). This prestigious award recognised her exceptional leadership, and her dedication to advancing system changes within the health service and advocating for Aboriginal and Torres Strait Islander communities.

Professor Steve Wilton AO, Deputy Director of Murdoch's Centre for Molecular Medicine and Innovative Therapeutics, was elected a Fellow of the Australian Academy of Health and Medical Sciences. Together with his research team, Professor Wilton is exploring treatments for scores of diseases, aiming to develop new therapeutics for many inherited and acquired conditions.

Professor Juli Coffin was awarded a Winston Churchill Trust (Australia) Fellowship recognising her advocacy for Aboriginal young people and communities. The first-of-its-kind equine assisted learning she developed – Yawardani Jan-ga – is driving significant change in the health and wellbeing of young Aboriginal people.



Commercialisation and Innovation



Professor Sam Abraham, Aquila Scientific.

> 2024 Highlights

Aquila Scientific is a new biotech startup of Murdoch University focused on unmet needs in human and animal health. It is the brainchild of Professor Sam Abraham, the Director of Murdoch's Centre for Biosecurity and One Health.

At the heart of Aquila Scientific is a commitment to harnessing deep technological innovations to develop cutting-edge solutions for infectious disease diagnostics, surveillance and control.

Funding has been received from the Australian livestock sector, peak industry bodies and nationally competitive funding schemes by leveraging strong partnerships with global manufacturing giants Tecan, Illumina and Thermo Fisher Scientific.

Aquila Scientific's Robotic Anti-microbial Susceptibility Platform, or RASP, integrates laboratory automation and advanced analytics to develop high-throughput assays and novel therapeutics for both human and animal health. The high accuracy, rapid reporting and cost-effectiveness of RASP democratises access to industry end-users and is now being applied for the large-scale testing of antimicrobial resistance and immune markers that threaten the safety, security and integrity of Australia's food and supply chain.

Five invention disclosures were submitted in 2024.

A new **Innovation Framework** was implemented in 2024. The framework aims to:

- **Educate:** Enhance commercialisation skillsets and knowledge of protection mechanisms
- **Innovate:** Ideate and develop new IP
- **Incubate:** Develop new inventions into market-ready products that can be commercialised
- **Collaborate:** Establish deep partnerships to leverage and de-risk co-development

This framework was launched with a new Commercialisation Bootcamp for both staff and HDR students.

Murdoch start-up founders and entrepreneurs were invited to present their commercialisation journey and successes as part of the DVCRI's regular Research Roundtable sessions. The Office has also re-engaged with peak bodies and associations like Life Sciences WA and MTPConnect to develop closer links with the innovation industry and communities.

CSIRO and Murdoch University officially launched the **Bioplastics Innovation Hub** in September 2024. Located on Murdoch's Perth campus, this is an \$8 million collaboration that will work with industry partners to develop a new generation of 100% compostable plastic. The Bioplastics Innovation Hub aligns to CSIRO's aim of reducing plastic waste entering the Australian environment by 80% by 2030.

The Bioplastics Innovation Hub will work with industry partners to develop a new generation of compostable bio-derived packaging, which can be used for the sustainable production of sprays, films, bottles, caps and wrappers that breaks down in compost, land, or water. The hub aims to revolutionise plastic packaging to help solve some of the greatest global plastics issues and will help transition away from petroleum-based plastics. The Bioplastics Innovation Hub will bring together experts in microbiology, molecular genetics, synthetic biology, biochemical engineering, advanced manufacturing and the circular economy to advance cross-disciplinary research and provide training for the next generation of workforce in advanced biomanufacturing.



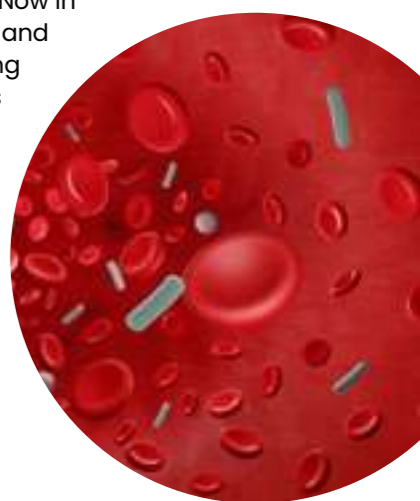
Bioplastics Innovation Hub opening.

Core Activity

A new **handheld microwave system** developed with Meat and Livestock Australia, has recently achieved its second AUS-MEAT accreditation and is being licensed by Murdoch University to Advanced Microwave Solutions Pty Ltd. The device provides non-invasive measurement of fat depth in both beef and lamb and has been tested in commercial environments by industry. Improving meat standards and sheep production systems is a key element of both food security and sustainability in the agricultural industry.

Professor Graham Gardner, Director of Murdoch's Centre for Animal Production and Health described the development of this device as an exciting step forward for the sheep meat industry. From a producer perspective, a key highlight of the new device is its potential to aid in the delivery of fairer and more accurate grading of carcass eating quality. A 3D imaging system for live cattle has also been installed in a marshalling race of a beef feedlot, demonstrating successful prediction of carcass attributes.

Sepsis is a potentially life-threatening condition which claims more than 8,000 Australians each year. Professor Andrew Currie and Associate Professor Rakesh Veedu have partnered to develop a new generation of diagnostics that can detect the disease in its early stages. Early diagnosis is critical because with every hour that antibiotic treatment is delayed, the likelihood of death increases. The recipient of \$1 million of National Health and Medical Research Council (NHMRC) Ideas grant funding, the team has developed short, single-stranded DNA or RNA molecules, or aptamers, that can bind to specific protein markers that are elevated as a result of sepsis infection. Now in advanced stages of research and development and approaching commercialisation, Professors Currie and Veedu are currently seeking seed **investment in aSPOC (Aptamer-based Diagnostics for Sepsis Point of Care)** to develop and validate the point-of-care diagnostic prototypes and accelerate the technology to market.



Food Futures Institute



*Professor Peter Davies,
Pro Vice Chancellor Food
Futures Institute*

Led by Pro Vice Chancellor Professor Peter Davies, the Food Futures Institute (FFI) collaborates closely with industry and government partners in Western Australia, nationally and around the world to improve accessibility and availability of sufficient, safe, sustainably produced and nutritious food.

The Institute incorporates three research centres and one research service centre:

1

The Centre for Crop and Food Innovation, undertaking research on major broadacre and horticultural crops to improve crop production and productivity, as well as enhance resilience to biological and environmental stresses.

2

The Centre for Animal Production and Health, working across the value chain to support the production of meat, milk, and fibres for human consumption and use.

3

The Centre for Sustainable Farming Systems, working to increase farm productivity without further degradation of water, land and soils.

4

WA State Agricultural Biotechnology Centre, a platform that provides researchers from public, private and tertiary institutions access to world class research facilities such as sequencing machines, greenhouses and laboratories.



> 2024 Highlights

New research led by Shovon Chandra Sarkar discovered that when ladybirds are introduced to the invasive tomato potato psyllid early on in their life-cycle, they grow to recognise them as preferred prey. The tomato potato psyllid can cause severe economic loss, feeding on tomato, potato, capsicum, chilli, goji berry, tamarillo, eggplant and sweet potato crops. On its own, the pest can cause crop yield losses of more than 50% – but it can also spread a serious bacterial disease ‘zebra chip’ in potato and tomato plants. The research found that once one ladybird was trained, its entire colony could learn to seek out the pest as primary prey.



Professor Rajeev Varshney was elected a **Highly Cited Researcher in Clarivate’s list** for the 11th consecutive time, underscoring the continued impact of his research in the field of Agricultural Sciences.

Professor Varshney also received the 2024 Best Publication in STEMM Fields Award at the Vice Chancellor’s Excellence Awards. His paper, titled ‘A chickpea genetic variation map based on the sequencing of 3,366 genomes’, was published in Nature and sequenced the largest collection of chickpea accessions to date.

Associate Professor Vicky Solah was awarded the **Australian Institute of Food Science and Technology’s highest honour, the Keith Farrer Award**. The award recognised her commitment to excellence and innovation in industry-linked education, mentoring and research over 36 years. Associate Professor Solah led the development of the Bachelor of Food Science and Nutrition, and Master of Food Science programs. She was a driving force as Murdoch joined the Food Innovation Precinct WA initiative.



*Associate Professor Vicky
Solah receiving her award.*



Murdoch University hosted the **3rd International Wheat Congress (IWC)** in 2024, with over 900 leading researchers, policymakers and industry professionals in attendance from 52 countries. The five-day gathering brought together global leaders working in wheat and featured more than 280 poster presentations and 70 selected speakers. Murdoch University extends thanks to the national and local organising committees as well as the event sponsors, for their efforts in bringing this Congress to Perth and the event sponsors.

Researchers joined genetics experts and plant scientists from across the country in a \$41 million national initiative to revolutionise tree crop breeding. Delivered through Hort Innovation, the five-year initiative '**Genetics for Next Generation Orchards**' is led by a collaboration between Queensland University of Technology, Murdoch University, University of Queensland and Western Sydney University. The goal of this initiative is to enable the development of new varieties of almond, apple, citrus, macadamia and mango to ensure their long-term viability and global competitiveness.

Professor Rajeev Varshney led a joint project between Grains Research and Development Corporation (GRDC) and the WA Agricultural Research Collaboration (WAARC), aimed at **increasing wheat yield and grain protein content whilst minimising the environmental impact** of wheat production. The five-year project, undertaken in collaboration with UWA, DPIRD, Curtin University, and plant-breeding company Australian Grain Technologies (AGT), addresses a key research priority of GRDC and WAARC while offering practical solutions and tools for breeders to develop improved wheat varieties.

The **Soil Quality Knowledge Base** was launched in 2024, with hundreds of online resources and topics available to explore. The new website will support farmers, researchers, advisors and students in their understanding of soil science and management. The online database was developed by SoilsWest with support from Murdoch University and DPIRD.

Murdoch University hosted the Future Food Systems' 2024 '**For Food's Sake**' Summit, with a range of experts sharing innovations, technologies and research in the agrifood industry. Dr Graham Gardner from the Centre of Animal Production and Health, PhD candidate Charlotte Rowley, and Dr Ruey-Leng Loo from ANPC presented at the summit to industry experts from around Australia.

Professor Rajeev Varshney led a research team that has revealed the **potential for peanut crop improvement**. Global population growth has led to rapidly increasing food demand, but the new international study from the Centre for Crop and Food Innovation (CCFI), published in Nature Genetics, has found a way to accelerate crop improvements, specifically in peanuts. The significant findings of the collaborative research, undertaken with Guangdong Academy of Agricultural Sciences, pave the way to improving global food security.

The **Sustainable Innovative Food Technologies (SIFT) Centre** was formally launched by the Agriculture and Food Minister Jackie Jarvis in February 2024. The \$12.2 million centre offers state-of-the-art technology to support the development of new food products by WA manufacturers. During the first of eight free industry workshops, manufacturers learnt about the capabilities of high-pressure processing (HPP), which can remove pathogens, parasites and viruses from food, while reducing or eliminating the use of chemical preservatives. The centre was funded by DPIRD and operated by the Future Food Systems Cooperative Research Centre and Murdoch University.



SIFT launch.

Professor Rajeev Varshney led the study, '**Unlocking plant genetics with telomere-to-telomere genome assemblies**', which allows scientists to improve plant performance under stress conditions at the molecular level by mapping genomes. Professor Varshney and his research team are currently working in collaboration with several laboratories from Australia, UK, Germany, USA, and China on developing T2T genome assemblies or nearly complete genome assemblies for several crops.

Professor Varshney led an international research project aimed at improving the **genetic gains for yield in chickpea, lentil and faba bean**. Using genetics and advanced technologies, the \$11.02 m multi-partner investment, which includes \$6.1m from GRDC, will provide Australian pulse breeders with the tools, technologies, and novel sources of germplasm to broaden genetic diversity in pulse cultivars and ultimately increase yield gain.

Several resources developed by CCFI were published throughout 2024 with the aim to significantly improve crops, particularly in the areas of disease resistance, drought tolerance and yield improvement. Research on the wheat pangenome and the barley pangenome was published in Nature; the bamboo pangenome was published in Nature Communications; and the Cicer super-pangenome was published in Nature Genetics.



Harry Butler Institute



Professor Treena Burgess,
Executive Director Harry
Butler Institute

Led by Executive Director Professor Treena Burgess, The Harry Butler Institute fosters a collaborative research environment, driving innovation for a sustainable future. The Institute works to address current and future environmental challenges through translational research and hands-on engagement, in partnership with industry, government, academia, and community.

The Harry Butler Institute incorporates four research centres:

1

The Centre for Biosecurity and One Health comprising research across themes including One Health, antimicrobial resistance, biosecurity of environmental and production systems, vector and water borne diseases, epidemiology, food safety and zoonotic diseases.

2

The Centre for Sustainable Aquatic Ecosystems, with a vision for healthy and productive freshwater, estuarine and marine ecosystems that support diverse societies within Australia and the Indo-Pacific.

3

The Centre for Terrestrial Ecosystem Science and Sustainability, comprising a multidisciplinary team, working together to maintain sustainable and biodiverse ecosystems through scientific excellence.

4

The Centre for Water, Energy and Waste conducts research in these three related areas, ensuring human endeavours can coexist with biodiversity and sensitive ecosystems.



> 2024 Highlights

Research from Harry Butler Institute revealed the devastating impact climate change is projected to have on **whale shark populations**. Lead investigator Dr Samantha Reynolds used three future climate change scenarios from CMIP6 climate models to investigate how ocean warming could affect the overall health and distribution of the world's largest marine ectotherm.

Using biotelemetry, animal-borne electronic tags, Dr Reynolds and her research team were able to assess how temperatures can affect a whale shark's behaviours and movements. Results of the study showed the warming climate would increase metabolic rates and energy needs of the whale shark, while simultaneously depleting its food sources. Dr Reynolds' research identified ocean temperatures at Indian Ocean whale shark aggregations may rise 4.9°C by the year 2100. This will increase whale sharks' metabolic rate and energy needs. The increased temperatures will also decrease zooplankton – the whale shark's main source of food. Dr Reynolds stressed that the time for action is now and that the study would help prompt this action.

Regional and remote Western Australian schools participated in a new citizen science program as part of **National Science Week 2024**. Through the WA Bug Barcode Blitz program, led by Harry Butler Institute with BioBarcode Australia, students collected local insects and spiders, which they catalogued and barcoded, contributing to global records.



Associate Professor Rob Emery and Pauline Charman delivering an online Bug Blitz lesson.

Science educator Pauline Charman led the virtual four-hour science lesson in remote communities including Kalumbaru, Looma, Leonora and the regional centres of Albany and Geraldton. She was joined by Murdoch University spider expert Professor Volker Framenau and Associate Professor Rob Emery, fellow of the Royal Entomological Society, leading researchers from the Centre for Biosecurity and One Health. Students had the opportunity to share their findings with the experts through their guided online lessons. The initiative was made possible through funding from the WA Inspiring Australia grant program, along with sponsorship from the Harry Butler Institute, Australian Genome Research Facility (AGRF), BioBarcode, Promega Australia, and Fisher Biotec WA.



Researchers from the Centre for Sustainable Aquatic Ecosystems have employed the latest genetic techniques to uncover critical breeding and reproductive knowledge about one of the **world's most threatened marine animals – the sawfish**.

Research fellows Dr David Morgan and Dr Jack Ingelbrecht led the team working to reconstruct a series of family trees for green sawfish in WA's Ashburton River. The research bridged a critical gap in knowledge about breeding populations. Using DNA collected over a 10-year period, researchers discovered that more than 50 female green sawfish had given birth in the Ashburton River estuary or nearby tidal creeks between 2011 and 2022. They further identified that nine of these female sawfish used the area as a birth site on multiple occasions. With sawfish believed to be extinct in nearly two dozen countries, and populations continuing to decline, these research findings will aid conservation work.

Chevron Australia provided funding support for the project and the Chevron Australia Sea Rangers, who play a key role in assisting Chevron with protecting the local environment, assisted with the monitoring program, bringing valuable Indigenous Knowledges regarding best practices for monitoring waterways on Country.



The **inaugural Festival of Ngoolarks** was held in September, in celebration of the iconic **Carnaby's black cockatoos**. The festival was part of the Ngoolarks Forever: Keep Carnaby's Flying project, a science-informed, community-powered project supported by Lotterywest and led by Murdoch University in collaboration with key partners. The community festival featured stalls by Ngoolarks Forever project partners, cultural stories shared by Noongar Elders, displays of work by artist Fleur Schell and a free screening of Jane Hammond's award-winning documentary Black Cockatoo Crisis.

The Harry Butler Institute and School of Veterinary Medicine staff were joined by black cockatoo conservation partners, Birdlife Australia, Kaarakin Black Cockatoo Conservation Centre, Perth Zoo, Urban Bushland Council WA, and the City of Kwinana for this community event. The festival marked an important event for Ngoolark conservation and for the Ngoolarks Forever project team, led by Professor Kris Warren from HBI's Centre for Terrestrial Ecosystem Science and Sustainability and the School of Veterinary Medicine.

A **new wetland education program** began connecting school students, scientists and local wetlands for a unique learning experience this year. More than 80 year nine students from St Mary's Anglican School stepped into the shoes of ecologists as they undertook Harry Butler Institute's new Year 9 Wetland Ecology Project. This educational initiative is focused on teaching understanding and conservation of local wetland ecosystems, with a particular focus on tech-enabled solutions to our declining species and habitats. With guidance from HBI aquatic ecologists from the Centre for Sustainable Aquatic Ecosystems, the students investigated the issue of water quality at Lake Gwelup and its impact on local populations of snake-necked turtles. The St Mary's students were the first to experience the new project, which is now open to other WA schools.



Researchers from Harry Butler Institute are leading a new project addressing the wellbeing of Australia's aquatic ecosystem and firefighting solutions. As rainfall, streamflow and groundwater levels decline in Australia's south, there is a renewed need for access to water points, particularly in remote bushland areas.

To address the issue, a network of **fire water points** was created in streams across southwestern Australia, providing an emergency water source for fire crews and emergency services. Over time, these water points became a refuge for aquatic animals, which previously relied on naturally occurring waterholes to survive the dry summer conditions.

Project lead Dr Stephen Beatty believes these fire points potentially hold the key to safeguarding the future of aquatic ecosystems in Australia's south as the climate warms and dries. Post-doctoral fellow Dr Mark Allen is managing the collaborative project which will determine how and where new fire water points should be constructed. Throughout the project, aquatic and terrestrial flora and fauna surveys will be conducted on more than 100 water points across the Warren Bioregion on Noongar Boodjar in WA's southwest, a globally recognised hotspot for at-risk species. Scientists and students from Murdoch University, The University of Western Australia and Deakin University, in partnership with Traditional Custodians and citizen scientists, will work alongside the Department of Biodiversity, Conservation and Attractions, the Department of Primary Industries and Regional Development and the Department of Water and Environmental Regulation to gather data. The project has been made possible through funding from The Ian Potter Foundation.

“These fire points potentially hold the key to safeguarding the future of aquatic ecosystems”

The Harry Butler Institute has been working with government agencies, relevant industries and communities both locally and internationally to find lasting solutions to address the destructive plant disease **polyphagous shot-hole borer** (PSHB) in WA. In September, HBI hosted a visit from Dr Shannon Lynch, Assistant Professor from the University of California, and an expert on the invasive beetles and the disease they cause. During her visit, Dr Lynch was invited to give a public lecture on lessons in management and treatment of PSHB from Southern California, where scientists have been dealing with the invasive beetles for more than a decade. Dr Lynch shared her unique knowledge about the disease, which is caused by the invasive ambrosia beetles and fungus. The pest was first detected in WA in 2021. Dr Lynch's lecture discussed how an integrative pest management approach helped to map infestation, identify priority hotspots, treat infected trees and ensure effective, ongoing management. Among the lecture attendees were scientists, horticulturalists, arborists, gardeners, program managers and natural area managers across local and state government, academia, community and the private sector.

Health Futures Institute



*Professor Hamid Sohrabi,
Director Health
Futures Institute*

Professor Hamid Sohrabi was welcomed as the new Executive Director of the Institute in July 2024. The Health Futures Institute (HFI) breaks down traditional silos to deliver revolutionary research that will transform how long and how well people live, not just in Australia, but around the world.

The Institute collaborates closely with industry and government partners in Western Australia, nationally and internationally.

The Institute incorporates four research centres:

1

The Australian National Phenome Centre (ANPC), which supports almost every area of bioscience. As the international centre of expertise in metabolic phenotyping, the ANPC provides an important new platform for research across the full spectrum of health, food and the environment.

2

The Centre for Molecular Medicine and Innovative Therapeutics (CMMIT) is a joint research centre between Murdoch University and the Perron Institute. The Centre for Molecular Medicine and Innovative Therapeutics focuses on developing precision medicine solutions to combat diseases affecting society today.

3

The Centre for Computational and Systems Medicine (CCSM) brings scientists and clinicians together in an interdisciplinary environment in cutting edge analytical chemistry, data science and data visualisation.

4

The Centre for Healthy Ageing (CHA) investigates novel ways of maintaining quality of life and promoting healthy ageing in older adults, using the bio-psycho-social model of ageing and conducting longitudinal and large observational, epidemiological, experimental and clinical trial studies.

> 2024 Highlights

Professor Steve Wilton AO (Deputy Director, CMMIT and Foundation Chair of Molecular Therapy, Murdoch University) was inducted as a Fellow of the Australian Academy of Health and Medical Sciences in recognition of his work as an early pioneer in the use of antisense oligomers to treat Duchenne muscular dystrophy (DMD).

Elected by their peers through a competitive process, the Australian Academy of Health and Medical Sciences selects the best and brightest minds in the field of medical and health sciences. New Fellows are recognised and acknowledged for their significant and continuing contributions to health and medical sciences – clinical, non-clinical, leadership, industry and research contributions.

Dr Luke Whiley, Senior Lecturer in Phenomics specialising in Healthy Ageing and Dementia at the ANPC, was awarded the **WA Tall Poppy Science Award for 2024**. The annual Tall Poppy Campaign, created by the Australian Institute of Policy and Science, celebrates emerging scientists who excel in world-class research and are dedicated to communicating science with enthusiasm.

Executive Director of HFI Professor Hamid Sohrabi was awarded the **Vice Chancellor's Distinguished and Sustained Achievement Award**. His work leading the Centre of Healthy Ageing since 2020 and his research in Alzheimer's disease and dementia led him to receiving this award for his contributions to the University and community.

Professor Sohrabi led the development of the McCusker Subjective Cognitive Impairment Inventory (McSCI), a novel measure to assess perceived cognitive decline in those at risk of Alzheimer's disease and other forms of dementia.



Researchers at the ANPC have delivered a self-administered blood test that will revolutionise the landscape of **cardiovascular risk assessment**. Tests usually performed to detect heart disease and cardiovascular risk are complex and require venous blood sampling which is typically done by a doctor, nurse, or phlebotomist. Dr Nathan Lawler and PhD candidate Jayden Roberts have perfected a method for measuring a large collection of lipoproteins in pin-prick blood samples that can be made without medical supervision and in remote sites. With just a small, self-administered sample obtained from the fingertip, individuals can now access detailed insights into their cardiovascular health.

An international cohort of scientists researching COVID-19 has uncovered a hidden part of the human immune system that creates anti-viral agents. Led by **Professor Julien Wist** and **Professor Jeremy Nicholson** at the ANPC, researchers from New Zealand, United States, United Kingdom and Germany were analysing blood and urine samples from COVID-19 patients when they uncovered a previously largely unknown piece of a natural immunity system that generates drug-like metabolites that act as anti-viral agents. The discovery will enable the development of new tests for general active viral infection and new ways to create anti-viral drugs that extend beyond COVID-19.



A new network of Western Australian and international **rare disease experts**, called LaunchR, formed to develop precision medicines for the trickiest, and sometimes undiagnosed, cases across our hospital system. The first project aimed to identify patients with ultra-rare diseases that were suitable for personalised therapy development using medical science developed. WA is an international leader in a type of precision medicine known as antisense oligonucleotides – which are akin to a ‘gene patch’, that has been used to address the muscle wasting caused by rare disease Duchenne muscular dystrophy. The design and early-stage development of these therapies was undertaken by Professors Steve Wilton AO and Sue Fletcher AO, who are based at CMMIT, a joint research centre of Murdoch University and the Perron Institute.

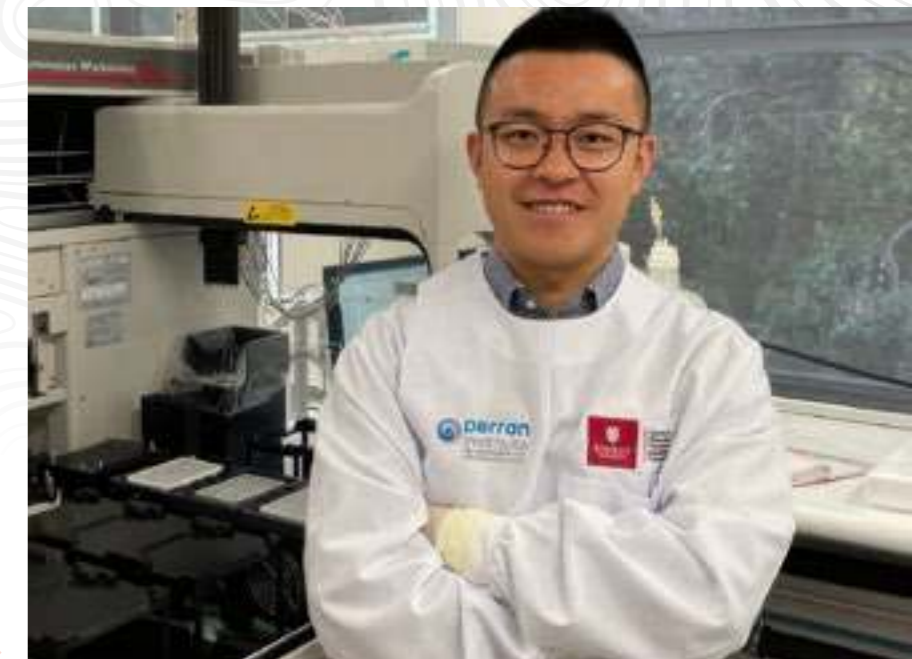
New research led by Dr Sam Lodge from the ANPC revealed a faster method to **diagnose sepsis and septic shock patients**, ensuring better outcomes. Blood plasma metabolic phenotyping has been successfully used to accurately diagnose the conditions within one hour of blood collection. This is in comparison to current testing methods, pathogen culturing, which can take days to confirm.

Dr Lodge received the Women’s Health Research Translation and Impact Network Emerging Leaders Fellowship Award for her research. She was also nominated for Women in Technology WA awards.

“A faster method to diagnose sepsis and septic shock patients”



“A new approach to enhance nerve fibre growth and promote nerve cell survival aims to buy precious time”



A new approach to enhance nerve fibre growth and promote nerve cell survival aims to buy precious time for people with Motor Neurone Disease (MND). Dr Oliver (Dunhui) Li from CMMIT and the Perron Institute have tested a new strategy to repair and protect dying neurons and wasting muscles. The research team has developed a novel approach to dial down the expression of a suspected gene associated with disease progression.

Scientists from CMMIT successfully secured funding from the Future Health Research and Innovation Fund Enabling Scheme to establish a clinical-grade manufacturing facility for **synthetic small RNA (ribonucleic acid) therapeutics** for early-phase human clinical trials in WA. Short synthetic RNA-like therapeutics are typically administered intravenously and must meet strict sterility, among other requirements, to be safe in humans. Success of this application means that the first clinical grade facility will be based here in Perth and will provide access to synthetic RNA to treat diseases across the country and beyond.

New research by Associate Professor Stephanie Rainey-Smith from the Centre for Healthy Ageing has found getting more than six hours of quality sleep a night may help **prevent, or slow the progression of Alzheimer’s disease**. Associate Professor Rainey-Smith discovered the accumulation of beta-amyloid plaques in the

brain, a process linked to the development and progression of the disease, is closely related to individual sleep patterns. The study highlighted that poorer sleep quality, and lower quantity, were associated with faster accumulation of beta-amyloid in the brain, in older adults whose memory and thinking were still unimpaired.

HFI held a **public lecture** to discuss Perth’s place in medical research. The lecture, presented by Professors Anthony Akkari and Steve Wilton AO, showed Perth’s medical research has impacted the world. From reversing fatal muscle wasting in quokkas, to revolutionising a new field of research, to introducing a ‘green patch’ system to skip over disease-causing mutations, Perth has been the centre of major breakthroughs in medicine.

HFI held its one day inaugural **Higher Degree by Research (HDR) Symposium** in December with HDR students from all four centres presenting their research in the form of oral or poster presentations.

A career opportunities panel discussion was also held with four panellists from Murdoch University and industry sharing their experiences in finding job opportunities. A highlight of the day was the awards presentation for the best oral and poster presentations.

Ngangk Yira Institute for Change



Professor Rhonda Marriott,
Pro Vice Chancellor Ngangk
Yira Institute for Change

Led by Pro Vice Chancellor Professor Rhonda Marriott AM, Ngangk Yira Institute for Change is committed to transforming life trajectories to enhance the health and social and emotional wellbeing of future Aboriginal generations.

The distinct yet interconnected research centres focus on positively building the health, social and emotional wellbeing, empowerment and self-determination of Aboriginal families, and communities.

The research priorities of each centre, and the Institute as a whole, are determined through a partnership between Elders, community stakeholders, Aboriginal and non-Aboriginal researchers and focus on complex issues in Aboriginal health and wellbeing and the achievement of social equity.

The Institute incorporates three research centres:

1

Yorga, Maaman and Koolanga Research and Advocacy Centre builds on Ngangk Yira Institute for Change's foundational research to support Aboriginal women and families ease of access to culturally secure health and social service systems.

2

Yawardani Jan-ga Research and Advocacy Centre, providing culturally secure social and emotional wellbeing services run by Aboriginal people for Aboriginal young people, as part of a program of research to solve complex social and emotional issues. The Centre's primary focus is the delivery of innovative experiential learning that works alongside horses to promote the development of life-skills.

3

Coolamon Research and Advocacy Centre undertakes research to understand the widespread and cumulative effects of climate change, and the social, cultural and environmental factors impacting the lives of Aboriginal families and communities. The work of this Centre will identify and implement solutions to close the gap on a range of physical health, social and emotional wellbeing and environmental outcomes.

> 2024 Highlights

Professor Rhonda Marriott received the **Dr Lowitja O'Donoghue Leadership Award** at the CATSINaM 2024 Awards. Professor Marriott was recognised for her contributions to nursing and midwifery and her dedication, innovation, and excellence in the community.



Professor Rhonda Marriott with Dr O'Donoghue's niece, Deb Edwards at the CATSINaM Awards.

Professor Juli Coffin, Murdoch University's Ellison Professor and Head, Social and Emotional Wellbeing of Aboriginal Young People, was awarded with an **Australian Mental Health Award** from the University of New South Wales. Professor Coffin was recognised for the significant impacts made through her work in mental health, fostering a more secure, innovative and supportive community. Professor Juli Coffin was also awarded a Winston Churchill Trust (Australia) Fellowship to investigate and validate an Aboriginal designed culturally secure equine assisted learning program.



Professor Juli Coffin

The Yawardani Jan-ga Research and Advocacy Centre collaborated with The Guardian to produce the **Healing with Horses mini documentary**. The documentary focuses on the Healing with Horses program in the Kimberley region of WA and its role in helping communities in crisis with high rates of suicide in young Aboriginal people. The program uses a culturally appropriate setting to support long-term healing for some of Australia's most vulnerable young people. Over 2000 young Aboriginal people have participated in the Healing with Horses program over four years. Professor Coffin and her team have been working with leading film makers for more than a year for a full length documentary which will hopefully lead to increased investment in the program and body of work going forward. This will be available in March 2025.



The Ngangk Yira Institute for Change has been appointed to lead the **Aboriginal Maternity Network**, with Jannine Gliddon as the Chair, supported by Professor Rhonda Marriott, Trish Ratajczak and Bridgette Kelly. The network brings together Aboriginal maternity practitioners from across the metropolitan area.

Australian Strep A Vaccine Initiative (ASAVI)

is a collaboration between The Kids Research Institute Australia and The Coolamon Research and Advocacy Centre, to establish a blueprint for vaccine trials in Aboriginal communities. In this Australian-led global initiative, ASAVI aims to reduce the disease burden caused by Strep A infections through effective vaccination. Focus groups have started with Aboriginal community members and health professionals throughout the Perth metropolitan area and in Queensland. Further focus groups are in the planning stages for young people in Darwin and with the Miwatj Aboriginal Health corporation in Northern Territory for 2025.

The Coolamon Research and Advocacy Centre partnered with The University of Western Australia, University of Sydney and the Wakuthuni community to address the **challenges of climate change**. Wakuthuni Aboriginal community is located in the Pilbara, 30 kilometres from Tom Price, one of the hottest places in Australia. The project 'Partnering for Proactive Strategies to Address the Impacts of Extreme Heat Events in an Aboriginal Community in the Pilbara' was funded by Department of Fire and Emergency Services. The aim of the project is to reduce existing risk from heatwave, minimise future risk and strengthen community-based decision-makers capabilities through a range of community-based activities, co-design resources and education.

The **Deadly Koolinga Chefs Program**, a collaborative food literacy project between Coolamon Research and Advocacy Centre and Murdoch's School of Nursing, has received funding to continue cooking classes in schools in the Peel region. Led by Associate Professor Caroline Nilson, the program focusses on kitchen safety, meal planning and budgeting, cooking and food storage – and includes Traditional Bush Foods. ARYZTA International Bakery is the foundational sponsor for the Deadly Koolinga Chefs Program and has signed an agreement with Murdoch University to continue funding through 2025.

The continued success of the Deadly Koolinga Chefs Program in the Murray Shire has seen the introduction of the program into three more schools in 2024 and a fourth school in 2025, with funding from Alcoa of Australia. The introduction of the program in these additional partner schools highlights the importance of children's food literacy development as a life skill.

"The continued success of the Deadly Koolinga Chefs Program has seen the introduction of the program into three more schools."



Mandurah Primary School students participating in the Deadly Chefs program.

Mandurah Primary School student with Sean Masterson, Regional Managing Director of ARYZTA APAC.



Senior Aboriginal research Fellow Janinne Gliddon with baby.

Mums and Bubs Deadly Diets is a research project led by the University of Queensland in partnership with Ngangk Yira Institute for Change. This is a cross-centre collaboration with Yorga, Maaman and Koolanga Research and Advocacy Centre and the Coolamon Research and Advocacy Centre. Professors Rhonda Marriott and Roz Walker have worked with Senior Aboriginal Research Fellow Janinne Gliddon and Researcher Serena St Clair to determine the dietary intake of Aboriginal pregnant women and young mothers, recognising that a healthy diet is important during pregnancy for optimal infant outcomes. Aboriginal mothers, Elders and health practitioners were interviewed in WA and Queensland to determine current diet practices, barriers to health foods (Phase One) and what women would like to know about and how they would like this information to be provided (Phase Two). Both Phase One and Phase Two of the Mums and Bubs Deadly Diet project have been completed and the findings have contributed to the development of a website which will be launched in February 2025.

Linking for Better Outcomes project, a collaboration between the Yorga, Maaman and Koolanga Research and Advocacy Centre and the Coolamon Research and Advocacy Centre, has made significant progress in understanding the relationship between Aboriginal maternal health and perinatal outcomes. Key findings have been disseminated through journal publications and conference presentations, focusing on Aboriginal mothers' mental health, pregnancy outcomes, and the childhood development of their offspring. The aim is to guide public health policies, prevention strategies, clinical practices and National Close the Gap targets. Data amendments and associated ethics applications are in progress with WA Health to ensure the continued relevance and accuracy of the findings.

Dr Jayne Kotz, Project Lead for Baby Coming You Ready (BCYR), and Guanjin Wang, School of Information Technology, were invited by Google to present at their **international AI conference** held in Atlanta in the USA. Dr Kotz and Dr Wang presented on the use of technology within marginalised communities. This was followed by an invitation for Dr Kotz to present at the Digital Security Conference in Brisbane regarding the application of AI in clinical settings.

The BCYR pilot was completed in June 2023, with the program now embedded in the pilot sites – four sites in the Wheatbelt region and one at Armadale Health Service.

The Ngangk Yira Institute for Change **underwent a renovation of its facilities**. The refurbishment of the workspace supports the preparation for the Institute and its Centre's growth trajectory for 2025 and beyond. The renovation was marked by a Welcome to Country led by Aunty Marie Taylor and smoking ceremony led by Rohan Collard.

A **Symposium** was held in July and provided experts with an opportunity to collaboratively share good practice and celebrate the meaningful work occurring at the Institute. Researchers from the three research centres showcased key projects and collectively reflected on research outcomes, community priorities, impact, health services and policy change.

Several researchers attended the **Perinatal Society of Australia and New Zealand (PSANZ) 2024 Conference**, held in Christchurch, to present their research findings. The theme of the conference was 'Whiria te Tangata – Weave our people Together.' Janinne Gliddon, Bridgette Kelly and Dr Jayne Kotz presented their research findings from the Katitjin Mindamarra Navigator Research project; Jinda Maawit (Star Babies) project; BCYR pilot; and Trish Ratajczak and Bridgette Kelly's thesis findings.

Dr Jayne Kotz was awarded the Judith Lumley Centre Travel Award for best oral presentation for BCYR at the conference.



Engagement

2024 saw a consolidation of the Global Engagement portfolio and outcomes achieved that contributed meaningfully to the University's strategy and global ambitions.



*Professor Simon McKirdy,
Deputy Vice Chancellor
Global Engagement*



Global Engagement

Murdoch University continues to grow as an internationalised university. At Murdoch's Singapore campus, a new partnership agreement was signed with Kaplan, and the move to a new campus at Odeon 333 commenced. Enrolments at the Dubai campus grew significantly. Murdoch University continues to be a leader in transnational education, raising a global profile and reputation.

Murdoch's International Office managed the impact of government immigration policy changes while responding to the changing economic landscape to identify opportunities for international student enrolment. Alignment with Murdoch's strategic pillars remained a priority, with the team developing global opportunities with academia, industry and government, mindful of all three strategic pillars – Sustainability; First Nations; Equity Diversity and Inclusion.

The melding of key activities, education, research and engagement with the three strategic themes provided a framework for developing domestic partnerships. Ethical, sustainable and inclusive engagement activities within communities, to build trust and demonstrate citizenship and impact through education and research, were a priority. Developing cultural capital, sustainability initiatives and working with First Nations partners was also prioritised.

The Global Engagement portfolio continues to be aligned with the objective: build engagement with our local community, our State, our nation and our global society, creating mutually beneficial partnerships at all levels.

Outbound Delegations

North America: Attendance at NAFSA Association of International Educators Conference and meetings with Kansas State University the University of North Carolina at Chapel Hill, Haskell First Nations University, the University of Victoria and Simon Fraser University. Much of the focus was on development of First Nations partnerships, supporting initiatives to support the University's strategy to be the first choice for First Nations people.

Europe: Attendance at the European Association for International Education Conference and meetings with LUISS University and Università Cattolica del Sacre Cuore (Italy) and Lille University and the Burgundy School of Business (France). The focus was on development of partnerships in Business, the Humanities and Agricultural and Environmental Sciences.

China: The first official visit by the Vice Chancellor including engagement in Nanjing, Qingdao, and Beijing, where several major agreements were signed in the presence of the Chinese and Australian governments.

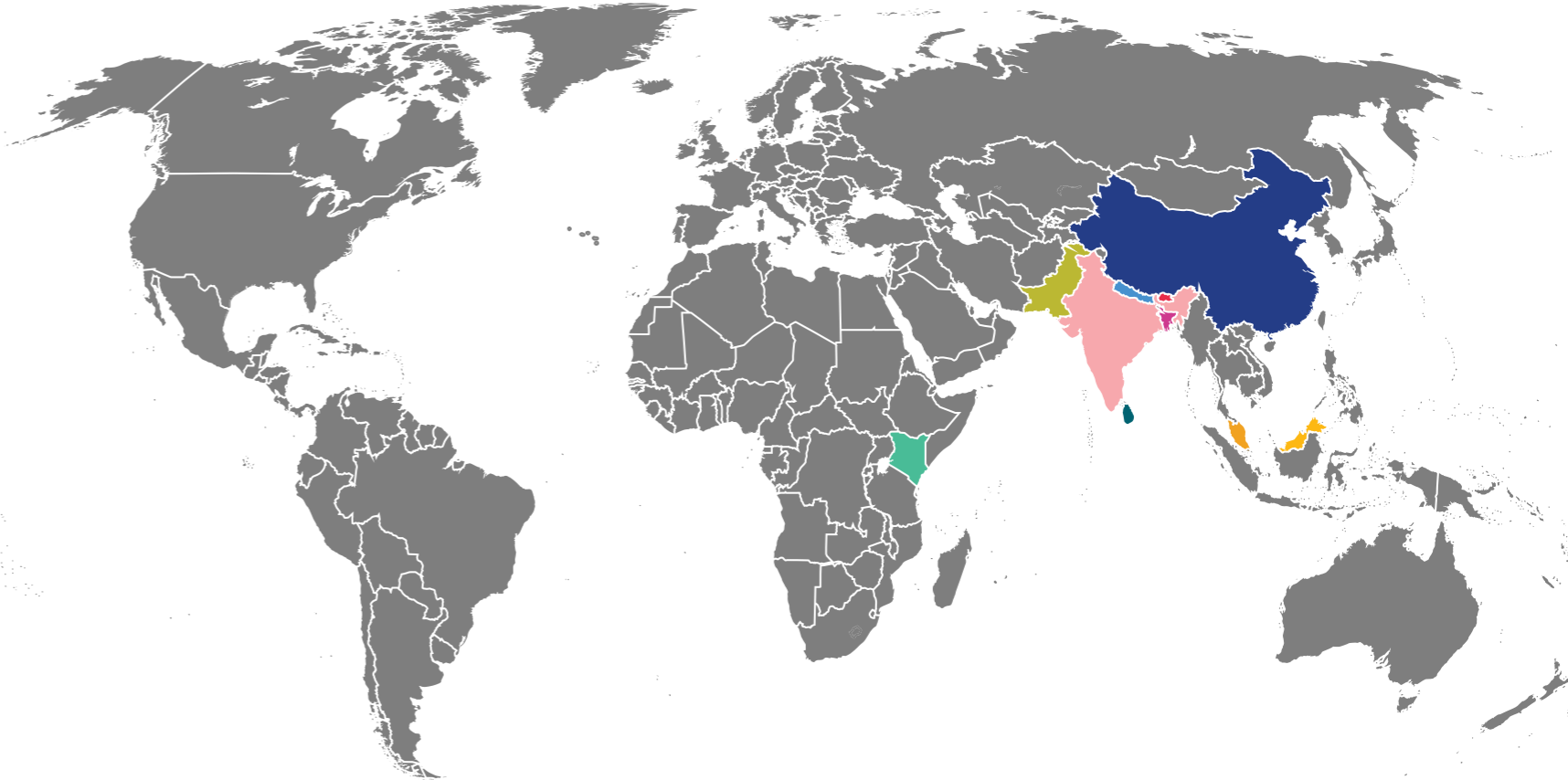
Japan: Attendance at the International Association of Universities Conference hosted by Sophia University in Tokyo. The Global Engagement Office, Vice Chancellor and College of Law, Arts and Social Sciences also visited Tokyo City University, Kwansei Gakuin University, Rikkyo University and Doshisha University. Visits focussed on Murdoch's very successful current partnership with these institutions as well as opportunities to expand collaboration in Engineering, Business and the Humanities.



“More than 3,500 international students chose to commence studies”

Top 10 countries in order of student origin

- 1 BHUTAN
- 2 PAKISTAN
- 3 INDIA
- 4 KENYA
- 5 SRI LANKA
- 6 NEPAL
- 7 SINGAPORE
- 8 BANGLADESH
- 9 CHINA
- 10 MALAYSIA



Core Activity

Recruitment

Despite headwinds imposed by Federal Government policy changes and a desire nationally to reduce the number of international students, Murdoch still achieved its second highest international intake on record in 2024. More than 3,500 international students chose to commence studies across a number of different courses, highlighting the University’s continued attractiveness as a high-quality study destination for students from across the globe.

Importantly, Murdoch is now seeing greater diversity in its student cohort with encouraging growth from countries such as China, Nepal and Sri Lanka. The University has also increased focus on diversification by expanding focus on the south of India as well as opening a new recruitment office in Vietnam.

Intake with load 2024

Undergraduate /Postgraduate coursework	3355
Higher Degree by Research	80
Non award	380
Total	3811

Most popular courses in order (headcount)

Master of Professional Accounting	396
MBA (Global)	365
Master of Community Development	342
Master of IT	293
Bachelor of Business	270
Master of Sustainable Development	252
Bachelor of IT	215
Bachelor of Nursing	169
Master of Engineering Practice	92
Master of Human Resource Management	86

> 2024 Highlights



Transnational education

Murdoch University's Transnational Education operations continued to go from strength to strength in 2024 as a new 15-year partnership agreement was signed in Singapore, and Murdoch Dubai enrolment exceeded 1000 students for the first time.

In May Vice Chancellor Professor Andrew Deeks signed a **new long-term agreement with Kaplan Higher Education Academy**. While the agreement will bring many new benefits to the University, the centrepiece is a **new Murdoch-branded campus** in a prime location Odeon 333 opposite the iconic Raffles Hotel in Singapore.

The new campus will be functional from the January trimester in 2025 and will feature state of the art technology and recreational areas for Murdoch students. The new partnership agreement will also see a significant expansion of Murdoch's course portfolio in Singapore especially in STEM disciplines. It is expected that the new campus will be a significant drawcard for students as Murdoch Singapore looks to grow to 7000 students in the years ahead.

The University's transnational activities expanded to **Malaysia** in 2024 with the delivery of a Bachelor of Information Technology in partnership with UCSI University in Kuala Lumpur.



In July Murdoch Singapore again delivered a successful **'Disruptive Leaders Program'** for nearly 30 Westpac Scholars Trust from across Australia. The program was well received, and Westpac have again approached Murdoch Singapore to deliver the program in 2025.

In October, Murdoch Singapore's new offices (co-located with the new campus) in Odeon 333 were officially opened by Deputy Vice Chancellor Global Engagement Professor Simon McKirdy. As is custom in Singapore, the new offices were brought good fortune by a traditional dragon dance.

Murdoch Singapore's May and September trimesters saw growth in commencing student numbers. A new Bachelor of Data Analytics (Business Intelligence) was also delivered in Singapore for the first time.

In **Dubai** enrolments crossed the 1000 student enrolment point for the first time and current indications are that this growth will continue in the years ahead as Dubai looks to double the size of its economy over the next seven years. In September long-serving Dubai Dean, Dr Jim Trotter was farewelled.

250 new Dubai graduates were celebrated in November. The graduation ceremony occasional address was delivered by His Excellency Ridwaan Jadwat, Australian Ambassador to the United Arab Emirates, Special Envoy to the Organisation of Islamic Cooperation, Australian Embassy, United Arab Emirates.

Agreement highlights

In 2024 Murdoch University continued to build strong global partnerships to support the international elements of the Ngala Kwop Biddi, Building a Brighter Future strategy.

Renewal of a Memorandum of Understanding with **Royal Thimphu College, Bhutan** signified Murdoch's continued aspiration to bilaterally engage with Bhutan. A Humanities and Social Sciences program visit to Bhutan in December 2024 under the New Colombo Plan, represented the building of stronger people-to-people relationships within Bhutan.

On 30 October 2024 a high-level delegation from the **University of Mataram, Lombok Indonesia** visited Murdoch University to renew a Memorandum of Understanding. The University had previously been engaged in New Colombo Plan Mobility programs with projects led by the Business School and the School of Energy and Engineering.

Murdoch University established the first-ever international Indigenous-led Memorandum of Understanding (MOU) in Australia, marking a significant milestone in both Australian and New Zealand higher education. The partnership between Murdoch and the **University of Otago, New Zealand** will pave the way for enhanced cultural exchange and educational opportunities for Indigenous students and staff.



In September 2024 a senior delegation visited multiple campuses of the **Universita Cattolica del Sacre Cuore, Italy** and a Memorandum of Understanding was signed to further develop collaboration in areas of agriculture, food microbiology, food safety, health communication and ecology, as well as Collaborative Online International Learning (COIL) with the Business School.

In December a ground-breaking agreement was signed with the **Kuwait Government via its Cultural Mission** in Canberra to support training of veterinarians. Along with the continuing development of the Dubai campus, this project is expected to provide opportunities to further development of partnerships in Kuwait and the broader Middle East.

New Colombo Plan

In December 2024 the School of Humanities, Arts and Social Sciences engaged in sending a **New Colombo Plan (NCP)** funded Humanities and Social Sciences program to Bhutan in collaboration with Royal Thimphu College, building strong links for Murdoch students with Bhutan.

Dr Paola Magni led 10 female students from Criminology and Forensics on a two-week NCP funded project in July 2024. Collaborating with Geeta University who are pioneers in forensic nanotechnology, students explored "Integration of Nanotechnology and AI in India".

In January 2024 Dr David Zhang and project partner Project Hiu, led students to design business proposals to protect sharks, support marine ecosystems and improve livelihoods on Marangkik Island, Indonesia.

International Partnerships

Murdoch College

Almost 600 students started a Murdoch College course in 2024 and approximately 300 are planning to complete a Murdoch College course in 2025. Since launching in February 2023, Murdoch College is meeting all planned milestones and has grown to be the largest international pathway provider to Murdoch University.

The College now has the full planned complement of agreed programs including English pathway; Postgraduate Qualifying Program; Foundation; Diplomas of Information Technology; and Business. While focusing on consolidation of these programs, 2025 presents new opportunities to expand offerings, further diversifying the destination courses at Murdoch University. Development of new Diplomas will be explored in health sciences, STEM and the humanities.

The Asia Pacific Association for International Education

Murdoch University, along with all other Western Australian Universities, the State Government and Study Perth, hosted the **Asia Pacific Association for International Education (APAIE) 2024 Conference and Exhibition**. It was the first time this major international education conference was held in Perth with multiple universities hosting.

The conference theme was 'Collaborating for Sustainable Impact: Partnerships Across the Asia Pacific'. Over 2000 delegates from across the world came to Perth to participate, providing a major opportunity to showcase both Perth and Murdoch on the world stage.

The conference provided an opportunity to showcase Murdoch's campus with more than 180 delegates registered for the partner day held in March. Participants were welcomed by Vice Chancellor Professor Andrew Deeks who highlighted Murdoch's commitment to building a more inclusive, equitable and sustainable future for all people. Professor Deeks also participated in a President's Forum hosted by the five Western Australian Vice Chancellors, attended by more than 40 global education leaders. The visitors engaged in interactive activities across all five Murdoch University colleges.

The Western Australian Institute of Further Studies (WAIFS) and Nanjing Vocational College of Finance and Economics (NVCFE)

The Western Australian Institute of Further Studies (WAIFS) and Nanjing Vocational College of Finance and Economics (NVCFE) ran a locally approved diploma program in China in collaboration with the NVCFE. Students who complete Diplomas in China articulate to Murdoch with one-year advanced standing, representing a secure and growing source of well qualified Chinese students to our commencing cohort.

Tokyo City University

More than 200 students from Tokyo City University (TCU), a major Japanese partner travelled to Murdoch to participate in the TCU Australia Program. This is a program in which Japanese students undertake a semester long study experience through the School of Humanities, Arts and Social Sciences. The Semester two cohort represented the largest ever at 112 students.



Community partnerships

Initiation of Community-Engaged Infrastructure Projects

Murdoch embarked on the significant task of reinvigorating the Murdoch Rockingham campus and master planning the Harry Butler Science Centre. The Murdoch Rockingham project aims to reactivate the facilities, expand Murdoch's research output with local industry partners, and better serve the surrounding community. Extensive planning also took place for the new Harry Butler Science Centre, which will become a state-of-the-art hub for scientific research and education.

Tidal Moon

A significant and groundbreaking Indigenous partnership project was launched with Tidal Moon, fostering collaboration between Traditional Knowledge, academia, and the community, and aligning with the strategic themes of Ngala Kwop Biddi.

This project is designed to integrate Traditional Knowledge with academic research and community engagement. It reflects Murdoch's commitment to the strategic themes of Ngala Kwop Biddi, which emphasise respect, collaboration, and the sharing of knowledge. Through this initiative, Murdoch aims to create a beacon of collaboration that benefits both the community and environment.

Western Australian organisations and businesses

Collaboration was undertaken with prominent Western Australian organisations and businesses, to establish Murdoch University as the preferred partner university. In 2024 Murdoch strengthened ties with key organisations in Western Australia, including the Western Australian Cricket Association and Perth Zoo. These collaborations are part of Murdoch's strategy to enhance visibility and reputation within the community, and to be a trusted partner for businesses and institutions.

Ties with the Philippines

Murdoch strengthened ties with the Philippines, focusing on research strengths, expanding educational programs, and fostering community partnerships.

Relationships were built with senior government officials of the Philippines, exploring opportunities for collaboration around biosecurity, green mining opportunities and education. The goal is to create innovative and mutually beneficial outcomes enhancing contribution to society.



Enablers

- Empower and Develop Our People
- Develop and Enhance Our Facilities
- Improve Our Systems and Processes

Our three enablers underpin our ability to achieve our vision.



Empower and Develop Our People



Sharon Russell,
Chief People Officer



Tony Pine,
Chief Financial Officer



Alex Iles,
Chief Experience Officer

The University welcomed the commencement of the Chief Experience Officer, marking a pivotal shift in the organisational structure to align with the University's strategic priorities. This restructure saw the creation of the Transformation Department to drive change initiatives, the implementation of an updated model for College Operations, and key changes to Student Administration and Student Experience to enhance efficiency and service delivery.

The portfolio under the Chief Experience Officer expanded to include Campus Operations, Information Technology, Access, Wellbeing and Equity, MU Active, Library Services and Space and Timetabling, ensuring a holistic approach to the student and staff experience.

Additionally, a new Campus Development Department was established, reporting directly to the Vice Chancellor, to deliver the ambitious Campus Development Plan, positioning the University for future growth and innovation.

Academic Promotion Review for 2024

Murdoch University's Academic Development Working Group, led by the Vice Chancellor with representation from the National Education Tertiary Union (NTEU), senior academic leaders, and the Chief People Officer, has made significant strides in fostering career development and refining the academic promotion framework. The Working Group began by developing the "Career Development @ MU" framework, outlining principles for Annual Career Development Conversations (ACDC), Academic Promotion, Academic Career Expectations, and Performance Improvement.

Guided by these principles, the first drafts of the Academic Promotion Policy and Procedure were crafted. Extensive feedback was sought and incorporated through consultation with Academic Council, a whole-of-university engagement process, and contributions from staff across the University. This feedback helped refine the policy, with the inclusion of citizenship as a critical element.

The finalised Policy and Procedure were shared with Academic Council, the Senior Leadership Team, and all staff. The University commenced implementation, including the design of the application process within Workday, the development of applicant and Head of School Guidelines and the forming and inducting of the new Academic Promotion Committee.

Applications under the new policy will be accepted through Workday starting in February 2025, with the first committee meeting scheduled for March.

Leadership Development

Murdoch launched a new Leadership Development Program, a transformative initiative aimed at cultivating exceptional leaders to drive the institution's success. Spanning 2024 to 2026, the program is being delivered in carefully planned phases, ensuring a strategic and impactful rollout across the leadership landscape. The program is underpinned by the newly established Leadership Capability Framework, a blueprint designed to align with the University's strategic goals and the unique demands of the higher education sector.

A dedicated Working Group, chaired by the Vice Chancellor, was formed to design the program's workshops, secure expert external facilitators, and ensure the program's success through ongoing review.

Key highlights from the program's first year included:

- **Unlimited Coaching Access:** Participants benefited from a six-month unlimited coaching program, which significantly impacted their leadership skills.
- **Immersive Learning Experiences:** Leaders engaged in an impactful cultural learning day on Wadjemup.
- **Talk from Expert:** Participants experienced an insightful session with Harvard Business School Professor Ethan Bernstein.
- **Workshops on Leading Self and Leading People** were delivered and received positive feedback for their relevance and impact.

The program will continue in 2025 with additional workshops on Leading Impact and Leading Innovation and Change, along with further program elements designed to strengthen and inspire Murdoch's leadership community.

Acknowledgement of Academic Promotions for 2024

The following Murdoch academic staff received academic promotions for the year 2024.

Employee	School/Area	Promotion to
Ali Arefi	School of Engineering and Energy	Professor
Alison Atkinson-Phillips	School of Humanities, Arts and Social Sciences	Senior Lecturer
Amy Huang	Business School	Senior Lecturer
Amy Lim	School of Psychology	Senior Lecturer
Anne Schwenkenbecher	School of Humanities, Arts and Social Sciences	Associate Professor
David Lewis	School of Psychology	Associate Professor
Davina Boyd	School of Agricultural Sciences	Senior Lecturer
Farhad Shahnia	School of Engineering and Energy	Professor
Ingrid O'Brien	BUS - Management and Marketing (Team)	Senior Lecturer
Jacqui Baker	School of Humanities, Arts and Social Sciences	Senior Lecturer
Jatin Kala	School of Environmental and Conservation Sciences	Associate Professor
Jessica Cale	Centre for Molecular Medicine and Innovative Therapeutic	Lecturer
Joo Yeon Park	School of IT	Senior Lecturer
Kamrul Hassan	BUS - Accounting and Finance (Team)	Senior Lecturer
Kate Bryant	School of Environmental and Conservation Sciences	Senior Lecturer
Khama Kelman	School of Veterinary Medicine	Senior Lecturer
Kim Hudson	Professional Learning	Lecturer
Lisa Critchley	University Preparation Pathways	Lecturer
Miaimiao Cheng	School of Agricultural Sciences	Lecturer
Michael Hughes	School of Environmental and Conservation Sciences	Associate Professor
Narelle Hopkin	School of Media and Communication	Senior Lecturer
Paul Goods	School of Allied Health	Senior Lecturer
Renae Desai	College of Law, Arts and Social Sciences	Senior Lecturer
Robert Batterbee	School of Nursing	Senior Lecturer
Shane Tobe	School of Medical, Molecular and Forensic Sciences	Associate Professor
Shu Hui Yau	School of Psychology	Senior Lecturer
Tobias Ide	School of Humanities, Arts and Social Sciences	Associate Professor
Vanika Garg	Food Futures Institute	Senior Lecturer
Wei Xu	School of Agricultural Sciences	Associate Professor
Wendy Vance	ARG - Agricultural Sciences (Team)	Senior Lecturer





Develop and Enhance Our Facilities



> 2024 Highlights

The **Boola Katitjin building enhancement project** represents a significant upgrade to its functionality and user experience. The modifications encompass multiple levels, including the creation of a welcoming concierge point, large meeting spaces, and a finishing kitchen, along with an enhanced events space featuring a new stage. With tender assessment complete and a preferred contractor identified, this strategic renovation is expected to be completed early 2025.

The **Harry Butler Science Centre** is a federally-funded initiative that exemplifies the University's commitment to sustainable development and environmental protection. Stage 1 will establish vital education and engagement spaces, including a welcome hall, presentation areas, and a demonstration laboratory. The design prioritises environmental conservation and ecological preservation, with natural features serving as key architectural elements, while honouring and incorporating Indigenous local knowledge and traditional land management practices. The building sets the foundation for a comprehensive research and educational hub that will facilitate collaboration between academia, industry, government, and community stakeholders.

The strategic **refurbishment of the CRS Rhizobium Glasshouse** has successfully elevated the facility to meet Department of Agriculture, Fisheries and Forestry standards for Biosecurity Containment Level 2 (BC2). Completed in September 2024, this comprehensive upgrade included full internal renovations. The project also encompassed the development of supporting facilities in Building 170, establishing an External Treatment Room with autoclave capabilities for proper quarantine waste management, demonstrating our commitment to maintaining the highest standards in research safety and compliance.

A **new phase was initiated for the Campus Development Plan** which focused on strategic precinct consolidation through newly established College Steering Committees. Under the guidance of the newly formed Campus Development department, the plan emphasises three core objectives:

- Strengthening our position in the global education landscape through world-class facilities
- Consolidating dispersed academic units into coherent precincts through strategic refurbishments and new building projects
- Enhancing campus connectivity to foster greater engagement

This transformative program, extending to 2030 and beyond, demonstrates our commitment to creating a more sustainable, accessible, and amenity-rich campus environment that better serves our diverse university community and partners through a combination of carefully planned new construction and targeted renovation of existing facilities.

The State Government announced in August that it will not proceed with the **DPIRD Research Facility** on Murdoch's South St campus due to changed circumstances, but Murdoch remains fully committed to continuing and enhancing future partnerships with DPIRD. It should be noted that from a financial and operational perspective, the Government's decision had no impact on the University.

A decision was taken not to develop the **Gateway Innovation Centre** development site. The parcel of land was sold back to the State Government and settled.

A long-term lease on a property in Broome is being negotiated for the **Yawardani Jan-ga Research Centre**. Yawardani Jan-ga is an Equine Assisted Learning program that adopts a neurodevelopmental lens to understand multifaceted social-emotional challenges assisted by Aboriginal young people and youth.

Improve Our Systems and Processes

2024 saw the establishment of the CXO (Chief Experience Officer) Office at Murdoch University. The Office's purpose is to optimise systems and processes so that the University can deliver empathetic and connected services to students and people.

The year's activities aligned with the top priorities that were identified during extensive consultation and quality reviews:

- 1. Student Experience:** improving key student services and processes, such as student admissions, to increase satisfaction, recruitment and retention.
- 2. Enabling Academics:** streamlining academic services and building capability to support Colleges and Research Institutes.
- 3. Automation:** reducing the burden of manual and cumbersome daily tasks to increase productivity and staff satisfaction.

Progress has already been made across each of these areas.

Improving the Student Experience

Student satisfaction improved significantly in 2024. For the first time, every Murdoch University school achieved or exceeded 80% satisfaction with their course units, reflecting the support and quality delivered by academic and professional staff. The University is also on track to meet the ambitious 2030 external Student Experience Survey target of 83%. Undergraduate satisfaction has reached 76.9%, whilst postgraduate satisfaction has reached 78.0%.

Student retention is also trending upwards, with undergraduate domestic retention increasing to 77% (from 75.8% in 2023), and postgraduate domestic retention holding steady at 73.8%. Undergraduate international student retention increased to 61.5% (from 61.1%), whilst Murdoch experienced even more success with postgraduate international retention, which climbed to 83.7% (from 80.7%).



Elevating Student Support Services

Work commenced to improve the visibility and connectivity of student support services, making it easier for commencing students to learn about and access the wide range of support available to improve their success at Murdoch University.

This included greater collaboration with the Student Guild Leadership, and the rollout of engaging student communications that brought together information about the Study Success Toolkit, Wellbeing Support and Careers Launchpad into one narrative.

The 2024 Student Experience Survey captured a marked increase in undergraduate satisfaction with Murdoch's Student Support and Services, rising from 73.4% to 76.3%.

New Operating Model for CXO Professional Services

With a sizeable portfolio of over 700 people, coupled with feedback highlighting overlap and confusion regarding team responsibilities, an enhanced operating model was implemented to establish clear and fit-for-purpose functional areas and refreshed capabilities.

This enabled new ways of working that break down historical silos, encourage collaboration and promote shared accountability across CXO areas.

The new operating model also put in place a professional services support structure for Academics that aligns with the five-college model established in 2023. Each college now has a College Business Manager (and where applicable, a Technical Services Manager) and dedicated team to further enable and empower academic leadership and management. This is considered essential to provide high-quality education and deliver exceptional support in a dynamic and competitive higher education landscape.

Existing talent and dedicated professional staff were appointed into management positions across eight functional areas, strengthening Murdoch's ability to service students and stakeholders (Figure 1).

Enablers

Figure 1.

STRATEGY	Strategy & Insights	Transformation
OPERATIONS	Student Experience	Student Admin
	Student Wellbeing	Campus Operations
ENABLEMENT	College Operations and Technical Services	Digital & Technology

Optimising Critical Processes – Student Admissions

In late 2023 and early 2024, the decreases in domestic student intake experienced across the higher-education industry were compounded by Murdoch's Student Admissions system and process challenges. Between 2021 and 2023, Murdoch's domestic application conversions to enrolments had been declining from 37% to 33%.

To address this, Student Admissions services were reviewed and transformed by:

- Automating high-volume manual tasks, including personalised reminders and empathetic communications to applicants who had yet to complete their application or accept their offer.
- Increasing productivity within the admissions team by optimising work schedules and task management to enable more effective operations.
- Implementing more collaborative ways of working between admissions and academic teams to create a more seamless experience for applicants and reduce the risk of processing errors.
- Expanding the number of face-to-face and virtual enrolment labs to provide applicants with additional support throughout the admissions process.
- Integrating artificial intelligence (Microsoft Co-Pilot) into daily operations, allowing admissions team members to efficiently search for key information such as entry criteria and policy guidelines.

During the 2024 admission period, Murdoch experienced significant success in the application conversion rate, which increased from 33% in 2023 to 40% by the end of 2024. This achievement was recognised by the Council of Australian Directors of Information Technology (CAUDIT) who awarded the Murdoch Admissions and Digital & Technology teams with the 2024 Operational Excellence Award.

Significant progress has been made in establishing strong foundations for the future. The focus remains on building momentum in 2025 and finding new ways to support the success of Murdoch students and staff.

Our Supporters

- Alumni and Community Engagement
- Donors and Partners



Alumni and Community Engagement



Paul Blackburne, Julia Schortinghuis, Vice Chancellor Professor Andrew Deeks, Professor Braden Hill, Suzanne Daubney and Dr Mark Schipp PSM.

A particular focus of 2024, in line with the University Strategy, was to strengthen alumni engagement. Planned proactive activities both locally and across the globe led to the growth of alumni and donor events from 30 to nearly 60 this year. Additional alumni activities were also planned as a celebration of Murdoch University's 50th anniversary. The University is proud to have more than 106,000 alumni around the world.

➤ 2024 Highlights

Murdoch worked to **strengthen connections with alumni** in 2024, aligning with the University's Ngala Kwop Biddi strategy. New alumni networks were established for the study areas of engineering, business, sustainability, creative art therapies and laboratory medicine. Murdoch's alumni reach was also expanded with new networks established on the east coast of Australia and events held in Brisbane, Sydney and Melbourne, and planning underway for future events in Adelaide.

Networks were also established in the United Kingdom and the USA, with an inaugural New York City Murdoch University alumni dinner held in September and a gathering in London in December. Networks in Singapore and Dubai continued to grow, supported by Murdoch's presence in both cities. In Dubai, an alumni reunion was held in March and a further event in November with over 120 guests attending.

The largest alumni event for 2024 involved alumni and their guests attending a Telethon Community Cinemas screening on Murdoch's Perth campus and a separate Perth alumni gathering held at the Murdoch Tavern with over 100 guests in attendance.

Five industry figures from the fields of property development, dairy farming, finance, education and the veterinary world were the recipients of Murdoch University's **Distinguished Alumni Awards** for 2024.

The recipients were Paul Blackburne, Suzanne Daubney, Professor Braden Hill, Dr Mark Schipp PSM and Julia Schortinghuis. The alumni were all chosen for making a significant contribution to their profession and for demonstrating positive advancement in one or more of Murdoch's key priority areas of Sustainability; Equity, Diversity and Inclusion; and First Nations.

At the end of November Murdoch alumni, donors and academics gathered to celebrate **50 years of Murdoch's School of Veterinary Medicine** – a School which was integral to the development and early success of the University.

Three **Vice Chancellor's Long Table Dinners** were held, connecting senior members of Murdoch's alumni and broader community. The events were used to provide guests with an update on the progress of Murdoch's strategy.

Philanthropy

In celebration of Murdoch's 50th anniversary, a campaign was launched to raise **50 scholarships** for undergraduate students, each providing \$5,000 to support rural and regional students in their first year of studies.

In 2024, three scholarship **events for donors** were held, the first time these events were reactivated after being put on hold during the Covid pandemic. Functions were held with Westpac Foundation and Scholars Trust, The Ragdoll Foundation, The Ian Potter Foundation and The George Alexander Foundation, allowing donors to interact with scholarship beneficiaries.

A donor event, 'Celebrating Philanthropy,' was also held to express gratitude to all supporters for their support of the University. This event was relaunched, having last been held in 2017.

More than 120 individual **donor-funded prizes** were allocated throughout 2024, including 13 new prizes worth over \$16,000. These contributions have made a significant impact for Murdoch students and the University community.



The Murdoch University **Art Collection** initiated a suite of strategic, broad reaching projects which celebrated the continued growth of the Collection in its 50th year and acknowledged the enduring engagement with, and support of, its community. This included a prominent exhibition of works from the Murdoch Art Collection formally opening at WA's Parliament House – *An Enduring Exuberance – Murdoch University's Art Collection Turns 50*.

The Art Collection ended the year with an annual celebratory soiree, now in its 18th year. The soiree was attended by 180 guests and officially launched a new exhibition titled ***Speaking Truth to Power: Contemporary First Nations Art from the Murdoch University Art Collection***. The exhibition's title reflects its dynamic nature, showcasing powerful voices and truth telling by some of Australia's most celebrated contemporary Aboriginal and Torres Strait Islander artists. The support of the Art Collection's donors was also acknowledged and celebrated at the event.

The Art Collection also continued to work collaboratively in assisting academic staff to develop and deliver new teaching units which incorporate the analysis and interpretation of artworks. The Art Collection supported academic staff with the professional development of students via internship placements. This will continue, with the new exhibition becoming a key teaching and learning tool in various teaching units in 2025.

The Art Collection's current **GOLD HORIZON 50th Anniversary artwork campaign**, which was launched in November 2021, has attracted 115 donations. This campaign will conclude on 30 June 2025.

The Art Collection launched an additional project titled **50 Artwork Stories** to coincide with the University's 50th anniversary. *50 Artwork Stories* is a community writing project which celebrates the history, vibrancy, and depth of the Art Collection through the lens of 50 artworks represented in the University's Art Collection.

Donors and Partners

Murdoch University's 2024 Philanthropy Community

With gratitude, we would like to thank all our generous supporters. Following is a list of our valued donors and partners from the value of \$10,000 and above. In addition, we would like to acknowledge the supporters who have chosen to remain anonymous.

Philanthropic Trusts and Foundations

Channel 7 Telethon Trust
Hardie Foundation
Lotterywest
Malka Foundation
Mary MacKillop Today
Racing for MNDi Foundation
Rowe Scientific Foundation
Stan Perron Charitable Foundation
The George Alexander Foundation
The Harbig Family Foundation
The Ian Potter Foundation
The Kimberley Foundation
The May Trust
The Ragdoll Foundation Pty Ltd
Thyne Reid Foundation
Wellspring Foundation

Corporate Organisations

Alcoa of Australia Ltd
Aryzta Australia Pty Ltd
Care Cure Support Ltd
Coolibah Care
Google Asia Pacific Pte Ltd
Hill's Pet Nutrition Pty Ltd (Australia)

Leo Cussen Centre for Law
Mineral Resources Ltd
Newmont Mining Services Pty Ltd
Peel-Harvey Catchment Council
Schlumberger Australia Pty Ltd
Squire Patton Boggs
Westpac Scholars Ltd

Individuals

Dr Len Cullen
Dr Malcolm Eric Nairn, AM
Emeritus Professor Ian Robertson and Dr Cathy Robertson
Mrs Jean Clark
Mr Rodney Tucker
Mr Ross Sumich
Mrs Angela Whitbread
Mrs Erica Salt
Kathy Digwood and Professor Rick Cummings
Ms Andrea Gillett and Mr David Mitchell
Professor Susan Fletcher, AO

Valued Bequestors

The Estate of Margaret Harrison
The Estate of Winifred Violet Scott

Murdoch University Art Collection

With upmost gratitude, we wish to provide sincere thanks to our generous 2024 donors and acknowledge their support.

Artwork donations received through the Australian Federal Government's Cultural Gifts Program

Aan An-do-nowati
Alan R. Dodge AM and Neil Archibald
Angela Stewart
Brandon and Angela Munro
Dr Ric Chaney and Chris Hair
Janet Holmes a Court
Jason and Robyn Ricketts
Seva Frangos and John Catlin
The Dufour Family
Tony Nathan

Financial Donations

Kate McGurk

Our Structure

> Governance
Structure



Governance Structure



Senate

Under the *Murdoch University Act 1973*, the governing body of the University is the Senate. Senate is ultimately responsible for all University affairs – approving the Strategic Plan; overseeing policy and procedures; and guiding programs and activities. To assist in the effective governance of the University, Senate has established five committees:

1. The Audit and Risk Committee helps Senate meet its governance assurance, risk and compliance oversight responsibilities.
2. The Chancellor's and Nominations Committee advises on governance issues; determines remuneration for Senior Officers; and reviews the performance and succession plans for Vice Chancellors and Senior Officers. This committee also recommends the appointment of Senate members.
3. The Honorary Awards and Ceremonial Committee recommends to Senate on the award of honorary degrees, awards Senate medals, and oversees guidelines and policies relating to honorary degrees, Senate medals, graduation ceremonies and regalia.

4. The People Safety and Culture Committee advises on governance issues in relation to staff and students. It oversees strategies to enhance people and organisational effectiveness, and staff and student engagement, wellbeing and safety. It monitors complaints, allegations of misconduct, integrity and critical incidents. Taking primary responsibility for Senate's oversight of work health and safety, it receives regular reports on work health safety performance and incident reports on any major incident.
5. The Resources Committee advises on a wide range of governance issues including financial control and sustainability, investment capability, campus development, commercial activities, oversight of the University's subsidiary entities, the finances of the Guild of Students (in an advisory capacity), and other relevant matters.

The Senate elects the Chancellor and Deputy Chancellor and appoints the Vice Chancellor. Both the Chancellor and Deputy Chancellor continued in their roles in 2024 with Ms Gail McGowan having taken up the role effective 16 May 2023, and Emeritus Professor Robyn Owens elected as Deputy Chancellor effective 10 June 2023. As set out in the

Murdoch University Act 1973, the Vice Chancellor is chief executive officer and academic principal. The Vice Chancellor is also tasked with the leadership and development of the University and achievement of its Strategic Plan. Professor Andrew Deeks is the Vice Chancellor having taken up the position on 26 March 2022.

Senate had commissioned two governance reviews and received the reports in 2021. While the University was found to have the expected governance framework similar to that of other comparable universities and no fundamental issues were found, recommendations for improvements were made. An implementation plan to address the recommendations was established. Work on implementation was finalised during 2023. A review of the implementation of the recommendations was carried out in 2024. No recommendations for further changes were made. Senate conducted an assessment of the performance of Senate and its Committees during 2024. An external independent review of the University's corporate governance is expected to take place in 2027.

Voluntary Code of Best Practice for the Governance of Australian Universities

Senate has adopted the Voluntary Code of Best Practice for the Governance of Australian Universities ("the Code") as a best practice governance benchmark. Under the Voluntary Code, the University is required to disclose in its Annual Report whether or not it complies. During 2024, the University materially complied with the protocols contained in the Voluntary Code. A review of the University's subsidiary companies was undertaken in 2024 with the outcome being amendments to governance practices and the winding up of one of the companies. Reporting requirements for the University's subsidiary companies is under continued review and enhancement. The University notes the updating of the Code in December 2024.

Academic Freedom

Senate attests that Murdoch University has established *Freedom of Speech and Academic Freedom Regulations* ("the Regulations") which serve to uphold freedom of speech and academic freedom as paramount values, consistent with the "Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers"; maintain an institutional environment in which freedom of speech and academic freedom are upheld and protected; and address questions in relation to the management of freedom of speech and academic freedom issues promptly, actively and in good faith.

Following approval of the Regulations (which being Regulations are above policies in the hierarchy of legislation at the University and thus prevail over any inconsistencies between the Regulations and policy/procedure/guideline documents), a review of the University's legislative documents was completed to determine inconsistencies and amendments were approved by the relevant approval bodies. The Regulations will be reviewed in 2025.

During 2024 Senate was advised that the University's duty to foster the wellbeing of staff and students had been considered paramount when a request that the University host a talk by a particular external speaker was denied.

Responses to the statement "I can voice a contrary perspective without fear of negative consequences" in the 2024 Employee Engagement Survey showed that the majority of staff agreed with the statement.

Academic Council

Academic Council is the senior decision-making body on academic matters, academic policies, and the approval of academic offerings within the University, as set out in Section 21 of the *Murdoch University Act 1973*. Associate Professor Garth Maker continued as President of Academic Council having been elected for a three-year term effective 1 January 2024. The President of Academic Council is an ex-officio member of the University's Senate.

Academic Council and its subordinate committees play an integral role in shaping and managing the academic environment as Murdoch University implements, develops and continually improves its academic offerings in line with its Strategic Plan.

This current academic governance structure was implemented effective 1 January 2023. This had been designed to provide an appropriate separation of governance and management. Committees with management functions have been reassigned to the Deputy Vice Chancellor and Pro Vice Chancellor portfolios to better align with the core activities and strategic themes of the Murdoch University Strategy 2023-2030. Committees with significant governance functions remain as subordinate committees under Academic Council. This change aims to strengthen governance functions through explicit reporting to and from management committees. Additionally, Boards of Studies will be established to align with the new academic structure, ensuring continued compliance with HESF obligations. An external independent review of academic governance is scheduled for 2025.

Student Representation and Advocacy

The annual Student Services and Amenities Fee (SSAF) is set in accordance with a resolution of Senate. Priorities for SSAF expenditure are set in consultation with the Guild of Students.

Student representation on University governance committees is as follows:

- One undergraduate student and one postgraduate student on Senate as set out in the *Murdoch University Act*. One of these students is also a member of the Senate's People, Safety and Culture Committee and the other is a member of the Honorary Awards and Ceremonial Committee.
- The Guild President, Guild Education Vice-President, the Guild General Secretary, and the President Murdoch University Postgraduate Students Association are *ex officio* members of Academic Council. There are also four elected students (two undergraduate, one postgraduate coursework, and one postgraduate research) on Academic Council. There is one undergraduate student and one postgraduate student as elected members of Academic Council's subordinate committees – Academic Courses and Admissions Committee; Quality and Standards Committee; and Student Experience Committee.

Students are also involved in other committees across the University including the Student Appeals Committee where there is a student as a member of each Hearing Panel convened to hear an appeal.

Internal Audit

Internal audits are undertaken in accordance with an annual Internal Audit Plan that is aligned to the University's key risks. The Internal Audit Plan, which includes the objectives and scope of the audits, is approved by the Audit and Risk Committee. Internal audit reports are presented and reviewed in the Audit and Risk Committee meetings. The University has a robust mechanism in place for follow-up and reporting on implementation of internal audit recommendations.

Risk Management

The Senate, in accordance with its Statement of Governance Principles, has responsibility for setting the Risk Management Policy and critically monitoring the management of risks across the University, including commercial undertakings. The Senate has approved Terms of Reference for the Audit and Risk Committee, which requires the Committee to confirm that the University's Risk Management Framework is appropriate.

The Audit and Risk Committee regularly receives internal audit reports and other relevant reports, in addition to updates from the Audit and Risk Management Office and management, which address significant risks to the University and systems of internal control. The Audit and Risk Committee submits its minutes to Senate for oversight, and produces an annual report which covers risk, internal controls and audit matters. The Chair of the Audit and Risk Committee provides a report at each Senate meeting.

Risk Management Policy and Framework

The University's Risk Management Policy outlines the approach to identification, management and reporting of risks and specifies formal roles and responsibilities for these activities, aligned with contemporary best practices.

The University's Risk Management Framework is aligned to AS ISO 31000:2018 Risk Management – Guidelines. The Risk Assessment Criteria, outlined within the Risk Management Framework, is aligned to the University's strategic themes, core activities and enablers as per the University's Strategy 2023–30.

Risk Appetite

The University's Risk Appetite, which is based on the "Risks–Rewards Model", considers Risks together with Rewards to enable better and more informed decision making.

The University's Risk Appetite functions as a meaningful tool for decision making in relation to key initiatives and activities across the University.

Strategic Risk Management

The University's Strategic Risk Profile identifies and assesses the key risks to the University's strategic themes, core activities and enablers with these risks actively managed through a suite of actual and planned mitigation controls.

Fraud, Corruption and Misconduct Control Framework

The University has a Fraud, Corruption and Misconduct Control Framework that includes:

- Fraud, Corruption and Misconduct Policy.
- Fraud and Corruption Control Plan.
- Conflict of Interest Policy and Procedure.
- Public Interest Disclosure Policy and Procedure.

The Fraud, Corruption and Misconduct Framework represents the commitment of the University to ensure that effective controls and practices are in place to mitigate fraud, corruption and misconduct-related risks.

Critical Incident Management Plan

The University's Critical Incident Management Plan, that is fit for purpose, guides the University's response to critical incidents across all its campuses and activities. The University has a robust process in place to identify, assess, manage and report on critical incidents.

Compliance Management Framework

The Compliance Management Policy outlines the University's approach to compliance management, enabling it to meet its compliance objectives. The Compliance Management Framework supports the identification and management of the University's compliance obligations. The University has embedded a regular legislative compliance follow-up and reporting process.

Quality Assurance and Improvement

Murdoch University is committed to a culture of quality assurance and continuous improvement which supports our strategic objectives and meets our regulatory compliance. To achieve this, our peak governance bodies, the Senate and Academic Council, oversee a robust policy framework of review, aligned with the expectations of the Tertiary Education Quality and Standards Agency (TEQSA). These include:

- Reviews of all schools, research institutes, and professional areas.
- Independent evaluations of academic and corporate governance.
- Course review activities, including annual course health checks, unit reviews, and comprehensive course reviews.

Distinct from our internal audit functions, quality reviews at Murdoch are designed to support our commitment to quality assurance and improvement through systematic evaluations that emphasize self-assessment, external benchmarking, and independent expert opinions. Quality reviews aim to identify areas of excellence and opportunities for enhancement, while ensuring that the University meets its regulatory obligations under the Higher Education Standards Framework (HESF) and the Education Services for Overseas Students (ESOS) Framework.

In addition to the quality reviews, the Quality Assurance and Improvement teams at Murdoch support change projects and continuous improvement resulting from emerging and shifting landscapes of higher education compliance requirements and TEQSA requests.



Organisational Structure

As at 31 December 2024



Senate Member Terms for 2024

	Senate Member	Basis of Appointment	Term	Term of Office
1	Belford, Mr Roland	Elected from and by the graduates of the University, section 12(1)(f)	1 2 3	01 January 2018 – 31 December 2020 01 January 2021 – 31 December 2023 01 January 2024 – 31 December 2026
2	Carre OAM, Mr Stephen	Co-opted by Senate, section 12(1)(h)	1	01 January 2024 – 31 December 2026
3	Cusi, Ms Jaztine	Elected from and by the undergraduate students, section 12(1)(e)(i)	1	07 November 2023 – 26 February 2024
4	Deeks, Professor Andrew	Ex-officio, as Vice Chancellor, section 12(1)(b)	1	26 March 2022 – current
5	Dobson, Mr Steven	Appointed by the Governor, section 12(1)(g)	1	22 December 2024 – 21 December 2027
6	Gyeltshen, Mr Tshering	Elected from and by the postgraduate students, section 12(1)(e)(ii)	1	02 November 2024 – 01 November 2025
7	Hodgson, Ms Jane	Elected from and by the undergraduate students, section 12(1)(e)(i)	1	19 April 2024 – 18 April 2025
8	Hughes, Mr Ross	Co-opted by Senate, section 12(1)(h)	1 2 3	02 September 2017 – 01 September 2020 02 September 2020 – 01 September 2023 02 September 2023 – 01 September 2026
9	Kerr, Mr Peter	Appointed by the Governor, section 12(1)(f)* Appointed by the Governor, section 12(1)(g)	1 2 3	22 December 2015 – 01 January 2017* 02 January 2017 – 21 December 2018 22 December 2018 – 21 December 2021 22 December 2021 – 21 December 2024
10	Maker, Associate Professor Garth	Ex-officio, as President Academic Council, section 12(1)(i)	1	20 February 2023 – current (31/12/2026)
11	McGowan PSM, Ms Gail	Appointed by the Governor, section 12(1)(g) Ex-officio, as Chancellor, section 12(1)(a)	1 1	05 April 2022 – 16 May 2023 17 May 2023 – 16 May 2026
12	Owens AM, Emeritus Professor Robyn	Co-opted by Senate, section 12(1)(h) Elected Deputy Chancellor, section 11(1)	1 2 1	07 December 2021 – 06 December 2024 07 December 2024 – 06 December 2027 10 June 2023 – 09 June 2026
13	Pallant, Ms Louise	Elected by Non-academic staff, section 12(1)(d)	1	09 April 2024 – 08 April 2027
14	Prince, Dr Jon	Elected from and by the Academic Staff 12(1)(c)	1	12 March 2024 – 11 March 2027

	Senate Member	Basis of Appointment	Term	Term of Office
15	Schoeman, Mr Jethro	Elected from and by the graduates of the University, section 12(1)(f)	1 2	01 January 2022 – 31 December 2024 (01 January 2025 – 31 December 2027)
16	Schroeder-Turk, Professor Gerd	Elected from and by the Academic Staff 12(1)(c)	1 2	12 March 2018 – 11 March 2021 12 March 2021 – 11 March 2024
17	Sen, Professor Krishna	Appointed by the Governor, section 12(1)(g)	1	08 March 2023 – 07 March 2026
18	Smith-Wally OAM, Ms Robyn	Appointed by the Governor, section 12(1)(g)	1	21 June 2023 – 20 June 2026
19	Unwin, Ms Stephanie	Co-opted by Senate, section 12(1)(h)	1 2	05 October 2020 – 04 October 2023 05 October 2023 – 04 October 2026
20	Wangchuk, Mr Karma	Elected from and by the postgraduate students, section 12(1)(e)(ii)	1	07 November 2023 – 02 September 2024
21	Whitlock, Ms Julie	Elected by Non-academic staff, section 12(1)(d)	1 2	09 April 2018 – 08 April 2021 09 April 2021 – 08 April 2024
22	Winmar, Mr Barry	Co-opted by Senate, section 12(1)(h)	1	10 June 2023 – 09 June 2026

*As per section 37, Transitional provisions (Senate) for Universities Legislation Amendment Act 2016 as at 02 Jan 2017 (Murdoch University Act 1973)



Senate and Sub-Committees Consolidated Attendance For 2024

These meetings do NOT include decisions by circular resolution

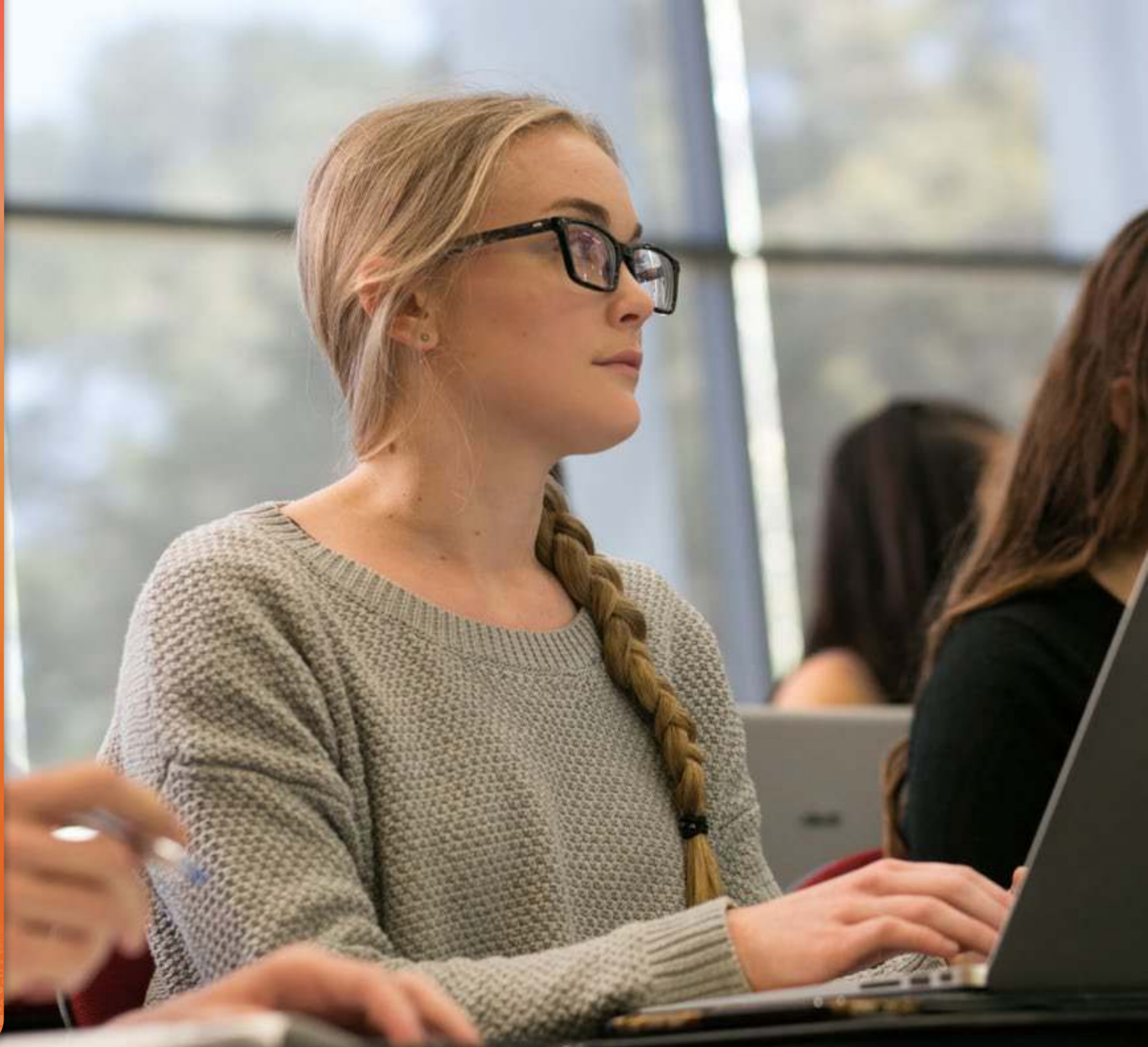
	Senate		Audit and Risk Committee		Chancellor's and Nominations Committee		Honorary Awards and Ceremonial Committee		People, Safety and Culture Committee		Resources Committee	
	A	B	A	B	A	B	A	B	A	B	A	B
Belford, Mr Roland												
Carre, Mr Stephen												
Cusi, Ms Jaztine												
Deeks, Professor Andrew												
Dobson, Mr Steven												
Gyeltshen, Mr Tshering												
Hodgson, Ms Jane												
Hughes, Mr Ross												
Kerr, Mr Peter												
Maker, Associate Professor Garth												
McGowan, Ms Gail												
Owens, Emeritus Professor Robyn												
Pallant, Ms Louise												
Prince, Dr Jon												
Schoeman, Mr Jethro												
Schroeder-Turk, Professor Gerd												
Sen, Professor Krishna												
Smith-Walley, Ms Robyn												
Unwin, Ms Stephanie												
Wangchuk, Mr Karma												
Whitlock, Ms Julie												
Winmar, Mr Barry												

A = Number of meetings held during the time the member held office or was a member of the committee during the year
B = Number of meetings attended
= Leave of absence granted
Note: The Senate Sub-Committee members that are not Senate members are not included in the table above.



Disclosure and Legal Compliance

- Certification of Financial Statements and Key Performance Indicators
- Report on the audit of the Financial Statements and Key Performance Indicators
- Financial Statements
- Key Performance Indicators
- Other Disclosures
- Governance Disclosures



Certification of Financial Statements and Key Performance Indicators

Certification of Financial Statements

The accompanying financial statements of Murdoch University and the accompanying consolidated financial statements have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the financial year ended 31 December 2024 and the financial position as at 31 December 2024.

At the date of signing:

- there are reasonable grounds to believe that Murdoch University is able to pay all of its debts, as and when they become due and payable,
- the financial statements and notes satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012,
- we are not aware of any circumstance which would render the particulars included in the financial statements misleading or inaccurate.



Ms Gail McGowan PSM
Chancellor



Professor Andrew Deeks
Vice Chancellor



Anthony Pine
Chief Financial Officer

11 March 2025

Certification of Financial Statements required by the Department of Education

We declare that the amount of Australian Government financial assistance expended during the reporting period was for the purpose for which it was intended and Murdoch University has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.

Murdoch University charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* and the Administration Guidelines made under the Act.

Revenue from the fee was spent strictly in accordance with the Act and only on services and amenities specified in subsection 19-38(4) of the Act.



Ms Gail McGowan PSM
Chancellor



Professor Andrew Deeks
Vice Chancellor

11 March 2025

Certification of Key Performance Indicators

We hereby certify that the 2024 Key Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess Murdoch University's performance, and fairly represent the performance of Murdoch University for the year ended 31 December 2024.



Ms Gail McGowan PSM
Chancellor



Professor Andrew Deeks
Vice Chancellor

11 March 2025



Auditor General

INDEPENDENT AUDITOR'S REPORT 2024 MURDOCH UNIVERSITY

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of Murdoch University (University) and its controlled entities (the Group) which comprise:

- the consolidated statement of financial position as at 31 December 2024, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity, and the consolidated statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements of the Group are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Group for the year ended 31 December 2024 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and relevant Treasurer's Instructions, Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act)* and the Australian Charities and Not-for-profits Commission Regulations 2022 (ACNC Regulations).

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the University Senate for the financial statements

The University Senate is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and relevant Treasurer's Instructions, the *ACNC Act* and the ACNC Regulations

- such internal control as the University Senate determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the University Senate is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless government funding affects the continued existence of the University.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar3.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by Murdoch University. The controls exercised by Murdoch University are those policies and procedures established by the University Senate to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by Murdoch University are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 31 December 2024, and the controls were implemented as designed as at 31 December 2024.

The University Senate's responsibilities

The University Senate is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, relevant Treasurer's Instructions and other relevant written law.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives, and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 Assurance Engagements on Controls issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and the controls, necessary to achieve the overall control objectives were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the overall control objectives, and the implementation of those controls. The procedures selected depend on my judgement, including the assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of Murdoch University for the year ended 31 December 2024 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of Murdoch University for the year ended 31 December 2024 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the University's performance and fairly represent indicated performance for the year ended 31 December 2024.

The University Senate's responsibilities for the key performance indicators

The University Senate is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions, and for such internal control as University Senate determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the University Senate is responsible for identifying key performance indicators that are relevant and appropriate having regard to their purpose in accordance with Treasurer's Instruction 904U Key Performance Indicators.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the University's performance, and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904U for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The University Senate is responsible for the other information. The other information is the information in the entity's annual report for the year ended 31 December 2024, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of Murdoch University for the year ended 31 December 2024 included in the annual report on the University's website. The University's management is responsible for the integrity of the University's website. This audit does not provide assurance on the integrity of the University's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Sandra Labuschagne
Deputy Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
13 March 2025

Financial Statements

Income statement

for the year ended 31 December 2024

	Note	Consolidated		University	
		2024	2023	2024	2023
		\$'000	\$'000	\$'000	\$'000
Income from continuing operations					
Australian Government financial assistance					
Australian Government grants	2	123,410	128,289	123,410	128,289
HELP - Australian Government payments	2(b)	63,164	61,966	63,164	61,966
State and local government financial assistance	3	7,621	7,806	7,621	7,806
HECS-HELP - student payments		5,124	3,994	5,124	3,994
Fees and charges	4	257,128	175,922	254,616	173,127
Net investment revenue	5	42,440	23,147	40,477	22,605
Consultancy and contract research	6	36,113	32,483	36,113	32,483
Other revenue	7	48,403	38,960	31,862	30,373
Other income	7	34	19	34	19
Total income from continuing operations		583,437	472,586	562,421	460,662
Expenses from continuing operations					
Employee related expenses	8	278,579	247,019	275,127	244,116
Depreciation and amortisation	17&18	33,831	31,778	33,689	31,606
Repairs and maintenance	9	16,950	14,381	13,969	11,120
Borrowing costs		5,110	5,154	5,065	5,146
Impairment of assets	10	23,718	752	23,717	752
Loss on disposal of assets		18	457	18	457
Other expenses	11	188,529	167,403	157,129	158,405
Total expenses from continuing operations		546,735	466,944	508,714	451,602
Net result before income tax		36,702	5,642	53,707	9,060
Income tax		358	36	-	-
Net result after tax from continuing operations attributable to members of Murdoch University		36,344	5,606	53,707	9,060

The above Income Statement should be read in conjunction with the accompanying notes.

Statement of Comprehensive Income

for the year ended 31 December 2024

	Note	Consolidated		University	
		2024	2023	2024	2023
		\$'000	\$'000	\$'000	\$'000
Net result after income tax for the period		36,344	5,606	53,707	9,060
(Loss) / gains on equity instruments designated at fair value through comprehensive income, net of tax	23	151	(185)	151	(185)
Exchange differences on translation of foreign operations	23	102	(30)	28	(27)
Gains on revaluation of land, buildings, infrastructure, service concession assets and artworks, net of tax	17&23	46,576	38,147	46,576	38,147
Total comprehensive income attributable to members of Murdoch University		83,173	43,538	100,462	46,995

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 31 December 2024

	Note	Consolidated		University	
		2024	2023	2024	2023
		\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	12	78,360	110,679	67,303	100,879
Trade and other receivables	13	13,782	44,680	16,678	46,365
Contract assets	13	5,905	9,210	5,905	9,210
Inventories		1,083	1,095	1,081	1,094
Other financial assets	14	119,860	57,575	111,824	54,038
Non-current assets classified as held for sale	15	3,721	-	3,721	-
Prepayments		15,206	13,751	14,853	13,483
Total current assets		237,917	236,990	221,365	225,069
Non-current assets					
Receivables	13	-	6	-	6
Other financial assets	14	96,622	85,514	96,038	85,614
Investment properties	16	289,080	269,357	289,080	269,357
Property, plant and equipment	17	974,633	932,420	971,790	932,237
Intangible assets	18	18,246	18,101	18,246	18,101
Total non-current assets		1,378,581	1,305,398	1,375,154	1,305,315
Total assets		1,616,498	1,542,388	1,596,519	1,530,384
Liabilities					
Current liabilities					
Trade and other payables	19	25,938	43,030	24,958	42,509
Borrowings	20	7,328	7,195	7,134	7,127
Provisions	21	57,013	51,622	40,848	36,422
Other liabilities	22	297,937	289,042	56,009	68,268
Contract liabilities	22	38,879	40,499	38,879	40,499
Total current liabilities		427,095	431,388	167,828	194,825
Non-current liabilities					
Borrowings	20	96,086	98,875	93,784	98,864
Provisions	21	18,119	19,541	18,119	19,462
Other liabilities	22	12,172	13,079	12,172	13,079
Deferred tax liability		471	123	-	-
Total non-current liabilities		126,848	131,618	124,075	131,405
Total liabilities		553,943	563,006	291,903	326,230
Net assets		1,062,555	979,382	1,304,616	1,204,154
Equity					
Reserves	23	517,562	470,733	517,474	470,719
Retained earnings	23	544,993	508,649	787,142	733,435
Total equity		1,062,555	979,382	1,304,616	1,204,154

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the year ended 31 December 2024

Consolidated

	Reserves	Retained Earnings	Total
	\$'000	\$'000	\$'000
Balance at 1 January 2023	432,801	503,043	935,844
Net Result	-	5,606	5,606
Revaluation of land, buildings, infrastructure, service concession assets and artworks	38,147	-	38,147
Loss on financial assets at fair value through OCI	(185)	-	(185)
Loss on foreign exchange	(30)	-	(30)
Total comprehensive income	37,932	5,606	43,538
Balance at 31 December 2023	470,733	508,649	979,382
Balance at 1 January 2024	470,733	508,649	979,382
Net Result	-	36,344	36,344
Revaluation of land, buildings, infrastructure, service concession assets and artworks	46,576	-	46,576
Gain on financial assets at fair value through OCI	151	-	151
Gain on foreign exchange	102	-	102
Total comprehensive income	46,829	36,344	83,173
Balance at 31 December 2024	517,562	544,993	1,062,555

23

University

Balance at 1 January 2023	432,784	724,375	1,157,159
Net Result	-	9,060	9,060
Revaluation of land, buildings, infrastructure, service concession assets and artworks	38,147	-	38,147
Loss on financial assets at fair value through OCI	(185)	-	(185)
Loss on foreign exchange	(27)	-	(27)
Total comprehensive income	37,935	9,060	46,995
Balance at 31 December 2023	470,719	733,435	1,204,154
Balance at 1 January 2024	470,719	733,435	1,204,154
Net Result	-	53,707	53,707
Revaluation of land, buildings, infrastructure, service concession assets and artworks	46,576	-	46,576
Gain on financial assets at fair value through OCI	151	-	151
Gain on foreign exchange	28	-	28
Total comprehensive income	46,755	53,707	100,462
Balance at 31 December 2024	517,474	787,142	1,304,616

23

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 31 December 2024

		Consolidated		University	
		2024	2023	2024	2023
	Note	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES:					
Australian Government grants		192,623	193,891	192,623	193,891
State and Local Government grants		9,768	6,244	9,768	6,244
HECS-HELP - student payments		5,124	3,994	5,124	3,994
OS-HELP (net)		572	648	572	648
Receipts from student fees and other customers		308,427	253,334	304,871	245,034
Dividends and distributions received		4,301	3,091	4,291	3,069
Interest received		9,030	6,597	8,473	6,248
Payments to suppliers and employees		(457,379)	(402,674)	(458,953)	(393,525)
Lease payments for short term and low value assets		(4,151)	(4,292)	(3,976)	(3,903)
Interest and other costs of finance paid		(5,799)	(4,805)	(5,161)	(4,797)
Income taxes paid		(17)	(27)	-	-
Net cash provided by operating activities	24	62,499	56,001	57,632	56,903
CASH FLOWS FROM INVESTING ACTIVITIES:					
Proceeds from sale of property, plant and equipment		7	78	7	78
Payments for property, plant and equipment, intangibles and investment property		(21,708)	(41,098)	(22,114)	(41,016)
Payments of bank deposits		(63,140)	15,127	(59,940)	13,332
Net proceeds/(payments) for financial assets		(4,104)	(2,956)	(3,411)	(2,952)
Proceeds from loan to external party		1,000	1,000	1,000	1,000
Net cash (used in) investing activities		(87,945)	(27,849)	(84,458)	(29,558)
CASH FLOWS FROM FINANCING ACTIVITIES:					
Repayment of borrowings		(5,780)	(120,000)	(5,780)	(120,000)
Repayment of lease liabilities		(1,395)	(1,300)	(1,272)	(1,145)
Proceeds from borrowings		-	97,498	-	97,498
Net cash (used in) financing activities		(7,175)	(23,802)	(7,052)	(23,647)
Net increase/(decrease) in cash and cash equivalents held		(32,621)	4,350	(33,878)	3,698
Cash and cash equivalents at beginning of year		110,679	106,191	100,879	97,041
Effects of exchange rate changes on cash and cash equivalents		302	138	302	140
Cash and cash equivalents at end of financial year	12	78,360	110,679	67,303	100,879
Financing arrangements	20				

The Group does not have any non-cash financing and investing activities.

The above Statement of Cash flows should be read in conjunction with the accompanying notes.

Index of Notes to the Financial Statements

1	Summary of significant accounting policies
2	Australian Government financial assistance including Australian Government loan programs (HELP)
3	State and Local Government financial assistance
4	Fees and charges
5	Investment income and losses
6	Consultancy and contract research
7	Other revenue and other income
8	Employee related expenses
9	Repairs and maintenance
10	Impairment of assets
11	Other expenses
12	Cash and cash equivalents
13	Receivables
14	Other financial assets
15	Non-current assets classified as held for sale
16	Investment properties
17	Property, plant and equipment
18	Intangible assets
19	Trade and other payables
20	Borrowings
21	Provisions
22	Other liabilities
23	Equity
24	Reconciliation of net result after income tax to net cash flows from operating activities
25	Remuneration of auditors
26	Contingent assets and contingent liabilities
27	Commitments for expenditure
28	Write-offs
29	Key management personnel compensation
30	Financial risk management
31	Fair value measurement
32	Related parties
33	Events subsequent to reporting date
34	Superannuation – UniSuper defined benefit division
35	Acquittal of Australian Government financial assistance (University only)
36	US Department of Education financial responsibility supplementary schedule

1 Summary of material accounting policies

General Statement

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied for all years reported unless otherwise stated. The financial statements include separate statements for Murdoch University as the parent entity ("University") and the consolidated entity consisting of Murdoch University and its subsidiaries ("the Group"). The principal address of Murdoch University is 90 South Street, Murdoch WA 6150, Australia.

As per AASB 1054 *Australian Additional Disclosures*, the annual financial statements represent the audited general purpose financial statements of the Group. They have been prepared on an accrual basis and comply with the Australian Accounting Standards (AAS) and other authoritative pronouncements of the AAS Board. The University applies Tier 1 reporting requirements.

Additionally, the statements have been prepared in accordance with following statutory requirements:

- Higher Education Support Act 2003
- Financial Management Act 2006 (applicable sections)
- Western Australian Government Treasurer's Instructions (applicable sections)
- Australian Charities and Not-for-profits Commission Act 2012
- Statements of Accounting Concepts

The University is a not-for profit entity and the financial statements have been prepared on that basis. Some of the Australian Accounting Standards requirements for not-for-profit entities are inconsistent with the International Financial Reporting Standards requirements.

Date of authorisation for issue

The financial statements were authorised for issue by the University's Senate members on 11 March 2025.

Historical cost convention

The financial statements have been prepared under the historical cost convention, except for debt and equity financial assets, certain classes of property, plant and equipment and investment properties that have been measured at fair value either through other comprehensive income or profit or loss.

Critical accounting estimates and judgements

The preparation of financial statements in conformity with Australian Accounting Standards require the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis. The areas involving higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed below:

Critical accounting estimates and assumptions

- Impairment of assets
- Artworks, land, buildings, infrastructure and service concession assets
- Investment properties
- Leave provisions
- Financial assets fair value through other comprehensive income

Critical judgements in applying the Group's accounting policies

- Useful life of assets

The Group determines the useful life of property, plant and equipment (with the exception of land and artworks) and intangible assets to ensure the assets are depreciated in a manner that reflects the consumption of their future economic benefits.

- Resident loans

Residents are entitled to a portion of the revaluation gain on their unit in accordance with their resident contract. The revaluation of the unit is based on expected entry values for each unit as at year end.

- Deferred management fees "DMF"

The DMF is calculated using variables including the average length of stay for units and serviced apartments and an estimate of the average period for a new tenancy.

1 Summary of material accounting policies (continued)

(a). Basis of consolidation

Subsidiaries

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of the University as at 31 December 2024 and the results of all subsidiaries for the year then ended.

Subsidiaries are all those entities (including structured entities) over which the Group has control. The Group has control over an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Power over the investee exists when the Group has existing rights that give it current ability to direct the relevant activities of the investee. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Returns are not necessarily monetary and can be only positive, only negative, or both positive and negative.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date control ceases.

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group and measured in the financial statements at the original cost of the investment until the investment is de-recognised.

Inter-entity transactions, balances and unrealised gains on transactions between Group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Associates

Associates are all entities over which the Group has significant influence but not control. Investments in associates are accounted for in the University financial statements using the cost method and in the consolidated financial statements using the equity method of accounting, after initially being recognised at cost.

The Group's share of its associates' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. Dividends receivable from associates are recognised in the parent entity's statement of comprehensive income, while in the consolidated financial statements they reduce the carrying amount of the investment.

When the Group's share of losses in an associate equal or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

(b). Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case, it is recognised as part of the cost acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable.

The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the taxation authority, are classified as operating cash flows.

1 Summary of material accounting policies (continued)

(c). Initial application of AAS

The Group applied for the first-time certain standards and/or amendments, which are effective for annual periods beginning on or after 1 January 2024 (unless otherwise stated). The impact has been disclosed in the table below.

Title	Key requirements	Impact	Effective date
AASB2022-5 Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback	AASB2022-5 amends: AASB16 Leases, to add subsequent measurement requirements for sale and leaseback transactions that satisfy the requirements in AASB15 Revenue from Contracts with Customers to be accounted for as a sale.	The amendments are not expected to have any material impact on the University.	1 January 2024
AASB2022-6 Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants, AASB2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Amendments to AASB101	AASB2022-6 and AASB2020-1 amend: AASB101 Presentation of Financial Statements - to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. The meaning of settlement of a liability is also clarified. - to improve the information an entity provides in its financial statements about liabilities arising from loan arrangements for which the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement. AASB Practice Statement 2 Making Materiality Judgements, to amend an example regarding assessing whether information about covenants is material for disclosure.	The amendments are not expected to have any material impact on the University.	1 January 2024
AASB2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities	AASB2022-10 amends: AASB13 Fair Value Measurement, including adding authoritative implementation guidance and providing related illustrative examples, for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows.	The amendments are not expected to have any material impact on the University.	1 January 2024
AASB2023-1 Amendments to Australian Accounting Standards – Supplier Finance Arrangements	AASB2023-1 amends: AASB107 Statement of Cash Flows and AASB7 Financial Instruments: Disclosures, to require an entity to provide additional disclosures about its supplier finance arrangements to enable users of financial statements to assess how supplier finance arrangements affect an entity's liabilities, cash flows and exposure to liquidity risk.	The amendments are not expected to have any material impact on the University.	1 January 2024

1 Summary of material accounting policies (continued)**(d). New accounting standards, amendments and interpretations**

The following standards, amendments and interpretations have been issued but are not mandatory for 31 December 2024 reporting period. The Group has elected not to early adopt any of these standards, amendments and/or interpretations. The Group's assessment of the impact of these new standards, amendments and interpretations is set out below:

Standard		Application date	Implications
AASB2014-10	Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	1 January 2025	The amendments are not expected to have any material impact on the Group.
AASB2023-5	Amendments to Australian Accounting Standards – Lack of Exchangeability	1 January 2025	The amendments are not expected to have any material impact on the Group.
AASB2024-2	Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments	1 January 2026	The Group has not yet determined the application or the potential impact of the Amendment.
AASB17	Insurance Contracts	1 January 2027	The amendments are not expected to have any material impact on the Group.
AASB2022-9	Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector	1 January 2027	The amendments are not expected to have any material impact on the Group.
AASB2022-8	Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments	1 January 2027	The amendments are not expected to have any material impact on the Group.
AASB18	Presentation and Disclosure in Financial Statements [for not-for-profit and superannuation entities]	1 January 2028	The amendments are not expected to have any material impact on the Group.

(e). Comparative amounts

Where necessary, comparative information has been reclassified to enhance comparability in respect of changes in presentation adopted in the current year.

2 Australian Government financial assistance including Australian Government loan programs (HELP)**(a). Commonwealth Grants Scheme and Other Grants**

Note	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Commonwealth Grants Scheme (CGS) ^{#1}	90,708	95,506	90,708	95,506
Higher Education Disability Support Program ^{#2}	262	277	262	277
Indigenous, Regional and Low-SES Attainment Fund ^{#3}	3,050	2,765	3,050	2,765
Indigenous Student Success Program ^{#4}	1,131	1,213	1,131	1,213
National Priorities and Industry Linkage Pool	3,659	3,394	3,659	3,394
Higher Education and Domestic Micro-credentials	69	60	69	60
Strong Beginnings Transition Fund	90	-	90	-
Total Commonwealth Grants Scheme and Other Grants	98,969	103,215	98,969	103,215

(b). Higher Education Loan Programs

HECS - HELP	55,138	53,150	55,138	53,150
FEE - HELP	6,348	7,119	6,348	7,119
SA - HELP	1,678	1,697	1,678	1,697
Total Higher Education Loan Programs	63,164	61,966	63,164	61,966

(c). Education Research

Research Training Program	11,561	9,700	11,561	9,700
Research Support Program	7,279	6,382	7,279	6,382
Total Education Research Grants	18,840	16,082	18,840	16,082

(d). Australian Research Council

Discovery	1,459	1,208	1,459	1,208
Linkages	156	286	156	286
Total ARC	1,615	1,494	1,615	1,494

(e). Other Australian Government financial assistance

Non-capital				
Research funding	3,986	7,498	3,986	7,498
Total Other Australian Government financial assistance	3,986	7,498	3,986	7,498
Total Australian Government financial assistance	186,574	190,255	186,574	190,255

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Reconciliation				
Australian Government grants	123,410	128,289	123,410	128,289
HELP - Australian Government payments	63,164	61,966	63,164	61,966
Total Australian Government financial assistance	186,574	190,255	186,574	190,255

2 Australian Government financial assistance including Australian Government loan programs (HELP) (continued)

^{#1} Includes the basic CGS grant amount, Medical Student Loading, Transition Fund Loading, Allocated Places and Non-Designated Course.

^{#2} Higher Education Disability Support Program includes Additional Support for Students with Disabilities and Australian Disability Clearinghouse on Education and Training.

^{#3} Includes the Higher Education Participation and Partnership Program, Regional Loading and Enabling Loading.

^{#4} Indigenous Student Success Program replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017

Where an enforceable agreement exists between the University and the Government to transfer sufficiently specific goods or services to a customer, the University recognises grant revenue as and when goods and services are transferred. Revenue is recognised based on the University's input (cost) to the satisfaction of a performance obligation over the total expected input.

Where there is no identified enforceable agreement or performance obligation is not sufficiently specific, revenue is recognised immediately when the University has the contractual right to receive the grant.

3 State and Local Government financial assistance

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Non-Capital				
State Government	7,422	7,721	7,422	7,721
Local Government	199	85	199	85
Total State and Local Government financial assistance	7,621	7,806	7,621	7,806

Where an enforceable agreement exists between the University and the State or Local Government to transfer sufficiently specific goods or services to a customer, the University recognises grant revenue as and when goods and services are transferred. Revenue is recognised based on the University's input (cost) to the satisfaction of a performance obligation over the total expected input.

Where there is no identified enforceable agreement or performance obligation is not sufficiently specific, revenue is recognised immediately when the University has the contractual right to receive the grant.

4 Fees and charges

		Consolidated		University	
		2024	2023	2024	2023
Note		\$'000	\$'000	\$'000	\$'000
Course fees and charges					
Fee-paying onshore overseas students		209,038	130,178	209,038	130,178
Fee-paying offshore overseas students		27,387	26,354	11,125	8,709
Continuing education		246	219	246	219
Fee-paying domestic postgraduate students		2,113	1,319	2,113	1,319
Other domestic course fees and charges		2,690	2,801	2,690	2,832
Total course fees and charges		241,474	160,871	225,212	143,257
Other non-course fees and charges					
Student services and amenities fees from students	35(h).	2,956	2,000	2,956	2,000
Service and management fees		-	-	13,682	15,153
Other fees and charges		3,494	3,762	3,945	3,442
Recovery charges		2,742	3,360	2,194	3,152
Parking fees		1,775	1,857	1,775	1,870
Rental and lease charges		4,687	4,072	4,852	4,253
Total other fees and charges		15,654	15,051	29,404	29,870
Total fees and charges		257,128	175,922	254,616	173,127

Course fees and charges are recognised over time as and when the course is delivered to students over the semester. When the courses or training have been paid in advanced by students or the University has received the government funding in advance, the University recognises a contract liability until the services are delivered.

Non-course fees and charges revenue are recognised over time as and when the service is provided over the period.

Scholarships provided by the University towards tuition fees are offset against course fees income.

5 Investment income and losses

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Interest on bank deposits	8,997	7,501	8,380	7,039
Dividends and franking credits received	1,162	540	1,121	500
Income distributions from managed funds	3,653	2,830	3,637	2,830
Net gains or loss on financial assets designated at fair value through profit or loss	5,997	7,492	4,708	7,452
Fair value adjustment on investment property	22,631	4,784	22,631	4,784
Net Investment revenue	42,440	23,147	40,477	22,605

Investment revenue is recognised when (i) the Group's right to receive the payment is established; (ii) it is probable that the economic benefits associated with the revenue will flow to the Group; and (iii) the amount can be measured reliably. Changes in fair value in investment property and financials assets designated at fair value through profit or loss are recognised immediately in the income statement.

6 Consultancy and contract research

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Contract research	33,019	28,153	33,019	28,153
Consultancy	3,094	4,330	3,094	4,330
Total consultancy and contract research	36,113	32,483	36,113	32,483

Research grants that are considered within the scope of AASB 15 due to the existence of an enforceable agreement and the promise to transfer goods or services to the customer (or on behalf of the customer) are sufficiently specific as the University has the obligation to provide:

- A refund if the goods or services are not provided
- Comprehensive academic papers with the results of the research after completion
- Intellectual property
- Perpetual and royalty-free licence to the developed intellectual property

Depending on the nature of the promise, the University either recognises revenue over time as the services are performed, or at a point in time when the obligation is delivered.

Consultancy revenue is recognised over time in the period in which the service is provided.

7 Other revenue and other income

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Other revenue				
Deferred management fee	12,791	6,665	-	-
Donations and bequests	6,183	3,140	7,151	5,450
Non-government grants	8	55	8	55
Common service fees and electives	2,659	2,466	-	-
Other revenue	5,669	5,533	4,027	4,205
Revenue related to service concession arrangements	629	629	629	629
Scholarships and prizes	1,366	1,415	1,366	1,415
Sponsorships income	15	905	-	895
Trading income	19,083	18,152	18,681	17,724
Total other revenue	48,403	38,960	31,862	30,373
Other income				
Bad debts recovered or written back	34	19	34	19
Total other income	34	19	34	19

Deferred management fees "DMF", relating to the St Ives Retirement Village Murdoch, are earned whilst the resident occupies the independent living unit or serviced apartment. The DMF revenue on the original loan from the resident is recognised as income on a straight-line basis over the resident's expected tenure. Expected tenure is calculated by reference to information issued by the Australian Bureau of Statistics for life expectancy and industry trends regarding rollovers.

The DMF revenue on changes in the market value of the independent living unit or serviced apartment is recognised on an emerging basis, calculated as the amount that would be receivable at each period end. Where a rollover occurs prior to estimated tenure duration, the difference between the cash received and the accrued DMF is recognised immediately in the income statement.

Donations and bequests are recognised as revenue upon receipt pursuant to issuing a Deductible Gift Recipient "DGR" Tax Invoice. A DGR Tax Invoice is issued on the implicit assumption that the donation must, from a legal and taxation perspective, be given voluntarily and as such cannot be refunded or objectives enforced.

Trading income mainly comprise of income generated from The Animal Hospital and the University's bookshop. Revenue is recognised when services are provided or goods are sold.

Revenue related to service concession arrangements is usually recognised as access to the service concession asset is provided to the operator over the term of the service concession arrangement. Revenue is not recognised immediately by the grantor at the inception of the service concession arrangement. Instead, a liability is recognised and subsequently reduced as revenue earned based on the economic substance of the service concession arrangement.

Other revenue is brought to account as it is earned and is recognised when the goods and services are provided.

8 Employee related expenses

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Academic				
Salaries	109,273	93,773	108,237	92,702
Contribution to superannuation and pension schemes	16,964	14,485	16,893	14,422
Payroll tax	6,848	6,097	6,848	6,097
Worker's compensation	1,056	937	1,056	937
Annual leave	1,690	1,653	1,687	1,654
Long service leave expense	1,954	3,935	1,954	3,935
Total academic	137,785	120,880	136,675	119,747
Non-academic				
Salaries	111,493	99,495	109,486	97,993
Contribution to superannuation and pension schemes	17,245	15,259	17,010	15,070
Payroll tax	6,989	6,462	6,929	6,411
Worker's compensation	1,403	1,068	1,403	1,068
Annual leave	1,466	1,116	1,453	1,107
Long service leave expense	2,198	2,739	2,171	2,720
Total non-academic	140,794	126,139	138,452	124,369
Total employee related expenses	278,579	247,019	275,127	244,116

Contributions to the defined contribution section of the Group's superannuation fund and other independent defined contribution superannuation funds are recognised as an expense as they become payable.
Past service costs are recognised in profit or loss immediately.

9 Repairs and maintenance

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Buildings and grounds	12,068	10,082	9,105	6,842
Other	4,882	4,299	4,864	4,278
Total repairs and maintenance	16,950	14,381	13,969	11,120

Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs of the carrying amount of those parts that are replaced are derecognised and the cost of the replacing part is capitalised if the recognition criteria are met. Other routine operating maintenance, repair and minor renewal costs are also recognised as expenses, as incurred.

10 Impairment of assets

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Doubtful debts	439	752	438	752
Impairment of franking credit receivables [#]	22,888	-	22,888	-
Impairment of property, plant and equipment	391	-	391	-
Total impairment of assets	23,718	752	23,717	752

[#] Impairment of franking credit receivable on the 2021 fully franked in specie dividend from Education Australia Limited. Refer to note 13 for further information.

11 Other expenses

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Administration expenditure	11,594	11,407	9,683	11,048
Advertising, marketing and promotions	6,475	6,160	6,190	5,885
Audit fees, bank charges, legal costs, insurance and taxes	5,820	4,861	5,468	4,525
Donations and sponsorships	924	695	923	674
Expenditure related to commercial operations	6,890	5,566	4,011	4,120
General consumables	6,363	6,694	6,297	6,624
Licence and royalty fees	12,437	11,121	12,437	11,331
Non-capitalised equipment	3,669	2,467	3,657	2,455
Occupancy costs	12,807	9,056	12,406	8,815
Operating lease payments	4,151	4,292	3,976	3,903
Other expenditure	12,108	11,976	12,083	12,095
Other research related expenditure	9,175	9,020	9,175	9,020
Other student and teaching related expenditure	35,066	43,571	36,128	43,672
Scholarships, grants and prizes	12,469	10,476	12,403	10,476
Fair value loss in resident loans	26,174	6,141	-	-
Technology and software maintenance	11,772	13,391	11,772	13,391
Telecommunications	426	432	417	423
People development, training and travel	10,209	10,077	10,103	9,948
Total other expenses	188,529	167,403	157,129	158,405

Operating lease payments comprise of leases with a lease term of 12 months or less and leases of low-value assets i.e. when the value of the leased asset when new is \$5,000 or less. Lease payments associated with these leases are expensed on a straight-line basis over the lease term.

Other expenses are recognised as incurred and became payable.

Scholarships provided by the University towards tuition fees have been reclassified to fees and charges (note 4) and offset against course fee income.

12 Cash and cash equivalents

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Current				
Cash at bank and on hand	31,048	44,015	21,166	34,215
Bank bills and deposits	47,312	66,664	46,137	66,664
Total cash and cash equivalents	78,360	110,679	67,303	100,879

(a). Reconciliation to cash at the end of the year

The above figures are reconciled to cash at the end of the year as shown in the statement of cash flows as follows:

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Unrestricted	44,736	71,313	34,548	65,141
Restricted	33,624	39,366	32,755	35,738
Balance as per statement of cash flows	78,360	110,679	67,303	100,879

(b). Cash at bank and on hand

The Group cash at bank and on hand had an average floating interest rate of 4.07% at 31 December 2024 (2023: 4.58%).

The University cash at bank and on hand had an average floating interest rate of 4.54% at 31 December 2024 (2023: 4.80%).

(c). Restricted Cash

The Group maintains cash balances which are restricted for use. Our reported cash is comprised of:

Philanthropic funds: Philanthropic funds have been received from benefactors who, in some (not all) instances, by contract / agreement, have stipulated a limitation in the use and / or purpose of funds. For transparency, all Philanthropic funds are reported as Restricted.

Major Capital Funded Project: Major Capital Funded Projects are classified as restricted cash as the funds have been received from the funder and by term of their contractual agreement with the funder, the use and / or purpose of the funds is restricted.

(d). Bank bills and deposits

The consolidated bank bills and deposits are bearing average fixed interest rates of 5.29% as at 31 December 2024 (2023: 5.04%). These deposits have an average maturity of 71 days (2023: 77 days).

The University bank bills and deposits are bearing average fixed interest rates of 5.30% as at 31 December 2024 (2023: 5.04%). These deposits have an average maturity of 75 days (2023: 77 days).

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

13 Receivables

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Current				
Trade receivables	12,490	19,775	15,305	20,717
Student fees receivable	1,628	2,285	1,628	2,285
Less: allowance for expected credit losses	(1,424)	(1,232)	(1,409)	(1,218)
	12,694	20,828	15,524	21,784
Loans receivable	-	1,000	-	1,000
Franking credit receivable	22,888	22,831	22,888	22,831
Impairment of franking credit receivables	(22,888)	-	(22,888)	-
Other	1,088	21	1,154	750
Total trade and other receivable	13,782	44,680	16,678	46,365
Contract assets	5,905	9,210	5,905	9,210
Total current receivables	19,687	53,890	22,583	55,575
Non-current				
Other	-	6	-	6
Total non-current receivables	-	6	-	6

Trade receivables are non-interest bearing and are generally on terms of 30 days.

Set out below is the movement in the allowance for expected credit losses of trade receivables.

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
At 1 January	1,232	673	1,218	659
Provision for expected credit losses	523	800	522	800
Write-off	(244)	(222)	(244)	(222)
Debt recovery	(87)	(19)	(87)	(19)
At 31 December	1,424	1,232	1,409	1,218

The information about credit risk exposures are disclosed in note 30 Financial Risk Management.

Trade receivables and student fee receivables are held to collect contractual cash flows and give rise to cash flows solely representing payments of principal and interest. These are classified and measured as debt instruments at amortised cost. Trade receivables are due for settlement in no more than 30 days. Tuition fee receivables are due on the first day of the academic period.

For both trade and student fee receivables the Group applies a simplified approach in calculating expected credit losses (ECL). Accordingly, the Group does not track changes in credit risk but instead recognises a loss allowance based on lifetime ECL at each reporting date. The Group has established a provision matrix that is based on historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Contract assets are inclusive of research grants related receivables.

Loans receivable represent loans to third parties for specified purposes with interest and repayments in line with relevant lending agreements. The non-current loan receivable has been repaid in full by 31 December 2024.

Franking credits receivable are expected to be received within 12 months of the end of the reporting period. The 2023 balance is inclusive of \$22.8 million in franking credits receivable on the fully franked in specie dividend of IDP Education Limited (IDP) shares as part of the wind up of the University's investment in Education Australia Limited. The Group recognised this receivable on the basis that the franking credit tax offsets are refundable under Division 67 of the Income Tax Assessment Act 1997 and there was no provision in this Act which denied the Group from claiming a refund. As part of forming this view, the Group determined that it has received immediate custody and control of the IDP shares and which was not impacted by the Shareholder Restriction Deed.

Subsequent to claiming the franking credits, the Australian Tax Office issued a Notice of Assessment disputing the validity of the Group's claim for the refund of the franking credits under section 207-122 of the Income Tax Assessment Act 1997. Following the receipt of the ATO Tax Assessment, the Group maintains that it is entitled to receive the franking credits refund. The Group formally objected to the Tax Assessment issued by the ATO in December 2023. In October 2024, The ATO indicated their intention to disallow the objections for two of the Australian universities, positioning these entities as test cases, while holding the remaining objections in abeyance. The Objections to the two Australia universities were issued in January 2025, with remaining Objections (Murdoch inclusive) being held in abeyance.

While the Group continue to assert its entitlement to claim the franking credit refund, it has considered the increased credit risk associated with the extended recovery period due to the ongoing litigation. Consequently, an impairment to the franking credit receivable is raised, resulting in a nil franking credit receivable and impairment of asset recorded in the profit and loss as at 31 December 2024.

14 Other financial assets**Current**

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Unrestricted				
Other financial assets at fair value through profit or loss - listed securities	1,671	538	-	-
Other financial assets at amortised costs - bank deposits	111,476	50,600	108,174	48,234
Total unrestricted current other financial assets	113,147	51,138	108,174	48,234
Restricted				
Other financial assets at fair value through profit or loss - listed securities	4,449	6,437	3,650	5,804
Other financial assets at amortised costs - bank deposits	2,264	-	-	-
Total restricted current other financial assets	6,713	6,437	3,650	5,804
Total current other financial assets	119,860	57,575	111,824	54,038

Non-current

Unrestricted				
Other financial assets at fair value through profit or loss - managed funds	89,153	78,898	89,153	78,898
Other financial assets at amortised costs - shares in subsidiaries	-	-	100	100
Investments in equity instruments designated at fair value through other comprehensive income - unlisted securities	6,634	6,483	6,634	6,483
Total unrestricted non-current other financial assets	95,787	85,381	95,887	85,481
Restricted				
Other financial assets at fair value through profit or loss - managed funds	835	133	151	133
Total restricted non-current other financial assets	835	133	151	133
Total non-current other financial assets	96,622	85,514	96,038	85,614
Total other financial assets	216,482	143,089	207,862	139,652

Initial recognition and measurement

Financial assets are classified, at initial recognition and subsequently measured at either amortised cost, fair value through other comprehensive income (OCI) or fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group applied the practical expedient, the Group initially measures a financial asset at its fair value and in the case of a financial asset not at fair value through profit or loss at transaction costs.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement

For the purpose of subsequent measurement, financial assets are classified in categories below:

Financial assets at amortised cost

The Group measures financial assets at amortised cost if i) it is held to collect contractual cashflow and ii) the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The Group has elected to classify its investment in subsidiaries at cost. Gains and losses are recognised in profit and loss statement when the asset is derecognised, modified and impaired.

Financial assets at fair value through profit and loss

Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit and loss, irrespective of the business model. Financial assets at fair value through profit and loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the income statement.

14 Other financial assets (continued)**Investment in equity instruments designated at fair value through other comprehensive income**

Upon initial recognition, the Group elected to classify irrevocably its equity investments as equity investment designated at fair value through OCI when it met the definition of equity under AASB 132 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never put through to profit or loss. Dividends are recognised as investment income in the income statement when the right of payment has been established. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Group also elected to classify irrevocably its non-listed equity investment (excluding the Group's subsidiaries) under this category.

15 Non-current assets classified as held for sale

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Land				
Opening balance at 1 January	-	-	-	-
Transferred from property, plant and equipment#	3,721	-	3,721	-
Closing balance at 31 December	3,721	-	3,721	-

Non-current assets are classified as held for sale and stated at the lower of their carrying amount and fair value less costs to sell if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

Non-current assets are not depreciated or amortised while they are classified as held for sale.

Non-current assets classified as held for sale are presented separately from the other assets in the statement of financial position.

The land was reclassified from property, plant and equipment to held for sale, with the settlement occurring in January 2025.

16 Investment properties

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Opening balance at 1 January	269,357	264,545	269,357	264,545
Fair value gain	22,631	4,784	22,631	4,784
Transfer to property, plant and equipment	(3,024)	-	(3,024)	-
Investment property additions	116	28	116	28
Closing balance at 31 December	289,080	269,357	289,080	269,357

Investment properties include:

- operating leases to third parties, that include those for land only and those for commercial buildings
- residential properties bequeathed to the University; and
- St Ives Retirement Village Murdoch

For fair value hierarchy categorisation of investment properties see note 31.

16 Investment properties (continued)

(a). Amounts recognised in the income statement for operating leases to third parties					
	Consolidated		University		
	2024	2023	2024	2024	2023
Rental income	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value gain / (loss)	3,230	3,657	3,230	3,657	3,657
	584	(98)	584	(98)	(98)
Total recognised in profit or loss	3,814	3,559	3,814	3,559	3,559
(b). Amounts recognised in the income statement for St Ives Retirement Village Murdoch					
	Consolidated		University		
	2024	2023	2024	2024	2023
Fair value gain	\$'000	\$'000	\$'000	\$'000	\$'000
	21,652	4,883	21,652	4,883	4,883
Total recognised in profit or loss	21,652	4,883	21,652	4,883	4,883
(c). Amounts recognised in the income statement for residential property					
	Consolidated		University		
	2024	2023	2024	2024	2023
Fair value gain	\$'000	\$'000	\$'000	\$'000	\$'000
	395	-	395	-	-
Total recognised in profit or loss	395	-	395	-	-
(d). Operating lease (as lessor) to third parties					
	Consolidated		University		
	2024	2023	2024	2024	2023
The future minimum lease payments under non-cancellable leases are as follows:	\$'000	\$'000	\$'000	\$'000	\$'000
Within one year	2,939	2,859	2,939	2,859	2,859
Later than one year but not later than five years	5,709	6,970	5,709	6,970	6,970
Greater than 5 years	34,126	36,423	34,126	36,423	36,423
	42,774	46,252	42,774	46,252	46,252

Investment properties exclude properties held to meet service delivery objectives of the University. Service delivery objectives are reviewed at each reporting period to assess continued appropriateness of asset classification.

Investment properties are initially recognised at cost. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the University. Where an investment property is acquired at no cost or for nominal consideration, its cost shall be deemed to be its fair value as at the date of acquisition.

Subsequent to initial recognition at cost, investment property is carried at fair value, which is based on active market prices of similar properties, adjusted if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, the Group uses alternative valuation methods such as recent prices in less active markets or discounted cash flow projections. These valuations are assessed annually by an external valuer. Changes in fair values are recorded in the statement of comprehensive income as part of the other income.

Rental revenue from the leasing of investment properties is recognised in the statement of comprehensive income in the periods in which it is receivable, as this represents the pattern of service rendered through the provision of the properties.

17 Property, plant and equipment

	Land	Buildings	Infrastructure	Construction in progress	Plant and equipment*	Artworks	Library Books	Leasehold Improvement	Service concession assets	Right of use assets**	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
University											
At 1 January 2023											
- Cost	-	251	417	146,284	156,656	367	1,268	9,161	-	8,249	322,653
- Independent Valuation	227,215	330,370	42,664	-	-	8,716	-	-	55,456	-	664,421
Accumulated depreciation and impairment	-	-	-	-	(84,885)	-	(805)	(3,227)	-	(2,332)	(91,249)
Net book amount	227,215	330,621	43,081	146,284	71,771	9,083	463	5,934	55,456	5,917	895,825
Year ended 31 December 2023											
Opening net book amount	227,215	330,621	43,081	146,284	71,771	9,083	463	5,934	55,456	5,917	895,825
Revaluation increment	10,301	23,196	1,830	-	-	-	-	-	2,820	-	38,147
Additions	-	71	35	29,410	3,162	237	71	-	-	1,156	34,142
Disposals	-	-	-	-	(669)	-	-	-	-	(12)	(681)
Transfers in/(out)	-	141,583	255	(160,397)	18,221	338	-	-	-	-	-
Transfer to profit and loss	-	-	-	(5,878)	-	-	-	-	-	-	(5,878)
Transfer to software	-	-	-	(1,525)	-	-	-	-	-	-	(1,525)
Depreciation charge	-	(8,889)	(866)	-	(14,787)	-	(327)	(748)	(960)	(1,216)	(27,793)
Closing net book amount	237,516	486,582	44,335	7,894	77,698	9,658	207	5,186	57,316	5,845	932,237
At 31 December 2023											
- Cost	-	2,746	289	7,894	175,943	942	921	9,136	-	9,381	207,252
- Independent Valuation	237,516	483,846	44,050	-	-	8,716	-	-	57,316	-	831,444
Accumulated depreciation and impairment	-	(10)	(4)	-	(98,245)	-	(714)	(3,950)	-	(3,536)	(106,459)
Net book amount	237,516	486,582	44,335	7,894	77,698	9,658	207	5,186	57,316	5,845	932,237
Year ended 31 December 2024											
Opening net book amount	237,516	486,582	44,335	7,894	77,698	9,658	207	5,186	57,316	5,845	932,237
Revaluation increment	23,668	18,330	1,082	-	-	810	-	-	2,686	-	46,576
Additions	-	3,072	876	13,511	7,493	180	33	-	-	2,000	27,165
Disposals	-	(128)	(3)	-	(693)	-	-	-	-	(34)	(858)
Transfers in/(out)	-	3,289	1,792	(13,441)	3,931	-	-	4,429	-	-	-
Transfer from subsidiary	-	-	-	-	96	-	-	-	-	13	109
Transfers to profit or loss	-	-	-	(2,511)	-	-	-	-	-	-	(2,511)
Transfer to asset held for sale	(3,721)	-	-	-	-	-	-	-	-	-	(3,721)
Transfer from investment property	3,024	-	-	-	-	-	-	-	-	-	3,024
Impairment losses	-	(255)	-	-	(136)	-	-	-	-	-	(391)
Depreciation charge	-	(9,766)	(897)	-	(15,524)	-	(131)	(1,127)	(994)	(1,401)	(29,840)
Closing net book amount	260,487	501,124	47,185	5,453	72,865	10,648	109	8,488	59,008	6,423	971,790
At 31 December 2024											
- Cost	-	3,186	2,519	5,453	180,648	172	954	13,565	-	11,462	217,959
- Independent Valuation	260,487	498,197	44,676	-	-	10,476	-	-	59,008	-	872,844
Accumulated depreciation and impairment	-	(259)	(10)	-	(107,783)	-	(845)	(5,077)	-	(5,039)	(119,013)
Net book amount	260,487	501,124	47,185	5,453	72,865	10,648	109	8,488	59,008	6,423	971,790

17 Property, plant and equipment (continued)

Consolidated	Land \$'000	Buildings \$'000	Infrastructure \$'000	Construction in progress \$'000	Plant and equipment* \$'000	Artworks \$'000	Library Books \$'000	Leasehold Improvement \$'000	Service concession assets \$'000	Right of use assets** \$'000	Total \$'000
At 1 January 2023	-	251	417	146,284	156,860	367	1,268	9,462	-	8,622	323,531
- Cost	227,215	330,370	42,664	-	-	8,716	-	-	55,456	-	664,421
- Independent Valuation	-	-	-	-	(85,047)	-	(805)	(3,527)	-	(2,477)	(91,856)
Accumulated depreciation and impairment	-	-	-	-	-	-	-	-	-	-	-
Net book amount	227,215	330,621	43,081	146,284	71,813	9,083	463	5,935	55,456	6,145	896,096
Year ended 31 December 2023											
Opening net book amount	227,215	330,621	43,081	146,284	71,813	9,083	463	5,935	55,456	6,145	896,096
Revaluation increment	10,301	23,196	1,830	-	-	-	-	-	2,820	-	38,147
Additions	-	71	35	29,410	3,245	237	71	-	-	1,157	34,226
Disposals	-	-	-	-	(669)	-	-	-	-	(12)	(681)
Transfers in/(out)	-	141,563	255	(160,397)	18,221	338	-	-	-	-	-
Transfer to profit and loss	-	-	-	(5,878)	-	-	-	-	-	-	(5,878)
Transfer to software	-	-	-	(1,525)	-	-	-	-	-	-	(1,525)
Depreciation charge	-	(8,889)	-	(866)	(14,805)	-	(327)	(748)	(960)	(1,370)	(27,965)
Closing net book amount	237,516	486,582	44,335	7,894	77,805	9,658	207	5,187	57,316	5,920	932,420
At 31 December 2023											
- Cost	-	2,746	289	7,894	176,197	942	921	9,461	-	9,752	208,202
- Independent Valuation	237,516	483,846	44,050	-	-	8,716	-	-	57,316	-	831,444
Accumulated depreciation and impairment	-	(10)	(4)	-	(98,391)	-	(714)	(4,275)	-	(3,832)	(107,226)
Net book amount	237,516	486,582	44,335	7,894	77,806	9,658	207	5,186	57,316	5,920	932,420
Year ended 31 December 2024											
Opening net book amount	237,516	486,582	44,335	7,894	77,806	9,658	207	5,186	57,316	5,920	932,420
Revaluation increment	23,668	18,330	1,082	-	-	810	-	-	2,686	-	46,576
Additions	-	3,072	876	13,511	7,511	180	33	339	-	4,573	30,095
Disposals	-	(128)	(3)	-	(691)	-	-	-	-	(34)	(856)
Transfers in/(out)	-	3,289	1,792	(13,441)	3,931	-	-	4,429	-	-	-
Transfer to profit or loss	(3,721)	-	-	(2,511)	-	-	-	-	-	(21)	(2,532)
Transfer to asset held for sale	-	-	-	-	-	-	-	-	-	-	(3,721)
Transfer from investment property	3,024	-	-	-	-	-	-	-	-	-	3,024
Impairment losses	-	(255)	-	-	(136)	-	-	-	-	-	(391)
Depreciation charge	-	(9,766)	(897)	-	(15,547)	-	(131)	(1,129)	(994)	(1,518)	(29,982)
Closing net book amount	260,487	501,124	47,185	5,453	72,874	10,648	109	8,825	59,008	8,920	974,633
At 31 December 2024											
- Cost	-	3,186	2,519	5,453	180,836	172	954	14,260	-	14,034	221,414
- Independent Valuation	260,487	498,197	44,676	-	-	10,476	-	-	59,008	-	872,844
Accumulated depreciation and impairment	-	(259)	(10)	-	(107,962)	-	(845)	(5,435)	-	(5,114)	(119,625)
Net book amount	260,487	501,124	47,185	5,453	72,874	10,648	109	8,825	59,008	8,920	974,633

17 Property, plant and equipment (continued)

* Plant and equipment includes all operational assets.
** Disclosure per each class of right of use asset in note 17(a).

Items of property, plant and equipment costing \$5,000 or more are measured initially at cost. Where an asset is acquired at nil or nominal cost, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment costing less than \$5,000 are immediately expensed directly to the income statement (other than where the cost forms part of a group of similar items which are significant in total). Land, buildings, infrastructure, service concession assets, library books, motor vehicles and artworks have no minimum capitalisation limit.

Land, buildings, infrastructure, service concession assets and artworks (except for investment properties - refer to note 16) are shown at fair value, based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the carrying amount is adjusted to the revalued amount of the asset. All other property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred (refer to note 9).

Construction in progress is stated at cost.

Depreciation

Land is not depreciated. Depreciation on the other assets is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual value, over their estimated useful lives, as follow:

Depreciable assets:	
Computer equipment	25%
Other equipment	12.5%
Buildings and infrastructure	2%
Plant	5%
Motor vehicles	16.67%
Furniture and fittings	5% to 20%
Library Books	25%
Leasehold improvements	Over the lease terms
Right of use assets	Over the lease terms
Service concession asset - buildings	2%

Artworks are considered heritage assets and are anticipated to have very long and indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period. As such, no amount for depreciation has been recognised in respect of works of art.

Depreciation rates are reviewed at the end of each reporting period.

Impairment of assets

Property, plant and equipment are tested for any indication of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to recoverable amount.

For assets measured at cost, impairment loss is recognised in the income statement.

For assets measured at fair value, increases in the carrying amounts arising on revaluation are recognised, net of tax, in other comprehensive income and accumulated in equity under the heading of land, buildings, infrastructure and service concession assets. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset class are also recognised in other comprehensive income to the extent of the remaining reserve attributable to the asset class. All other decreases are charged to the statement of comprehensive income.

17 Property, plant and equipment (continued)**(a). Right-of-use assets**

Information about leases where the Group and University is a lessee is presented below:

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Buildings				
At 1 January	4,534	5,125	4,494	4,953
Additions	2,687	251	114	251
Depreciation charge	(851)	(842)	(755)	(710)
Adjustments	(20)	-	-	-
At 31 December	6,350	4,534	3,853	4,494
Motor Vehicles				
At 1 January	96	127	96	127
Additions	220	57	220	57
Disposal	(34)	(8)	(34)	(8)
Depreciation charge	(68)	(80)	(68)	(80)
At 31 December	214	96	214	96
Computer Equipment				
At 1 January	337	399	337	399
Additions	30	143	30	142
Disposal	-	(4)	-	(4)
Depreciation charge	(184)	(200)	(184)	(200)
At 31 December	183	338	183	337
Other Equipment				
At 1 January	952	494	918	438
Additions	1,636	706	1,649	706
Depreciation charge	(415)	(248)	(394)	(226)
At 31 December	2,173	952	2,173	918
Total right-of-use assets	8,920	5,920	6,423	5,845

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for a consideration.

The Group assesses whether:

- The contract involves the use of an identified asset - the asset may be explicitly or implicitly specified in the contract. The capacity proportion of larger assets is considered an identified asset if the portion is physically distinct or if the portion represents substantially all of the capacity of the asset. The asset is not considered an identified asset if the supplier has the substantive right to substitute the asset throughout the period of use.
- The customer has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use.
- The customer has the right to direct the use of the asset throughout the period of use. The customer is considered to have the right to direct the use of the asset only if:
 - The customer has the right to direct how and for what purpose the identified asset is used throughout the period of use; or
 - The relevant decisions about how and for what purposes the asset is used is predetermined and the customer has the right to operate the asset, or the customer designed the asset in a way that predetermines how and for what purpose the asset will be used throughout the period of use.

In contracts where the Group is a lessee, it recognises a right-of-use asset and a lease liability at the commencement date of the lease, unless the short-term or low-value exemption is applied.

Initial recognition and subsequent measurement

A right-of-use asset is initially measured at cost comprising the initial measurement of the lease liability adjusted for any lease payments made before the commencement date (reduced by lease incentives received), plus initial direct costs incurred in obtaining the lease and an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

A right-of-use asset associated with land and buildings is subsequently measured at fair value. All other property, plant and equipment are measured as described in the accounting policy for property, plant and equipment in note 17.

Refer to note 20 for information on the corresponding lease liabilities.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases i.e. leases with a lease term of 12 months or less and leases of low-value assets i.e., when the value of the leased asset when new is \$5,000 or less. The Group recognises the lease payments associated with these leases as expense on a straight-line basis over the lease term.

17 Property, plant and equipment (continued)**(b). Service concession asset(s)**

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Land				
Opening balance	7,587	7,306	7,587	7,306
Independent valuation	843	281	843	281
Total service concession land	8,430	7,587	8,430	7,587
Buildings				
Opening balance	49,729	48,150	49,729	48,150
Independent valuation	1,843	2,539	1,843	2,539
Accumulated depreciation and impairment	(994)	(960)	(994)	(960)
Total service concession buildings	50,578	49,729	50,578	49,729
Total service concession assets	59,008	57,316	59,008	57,316

An asset constructed for the University (as a public sector grantor), and upgrades or major component replacements for existing assets of the University by private operators, are recognised as a service concession asset when the Group (grantor) controls the asset. Control of service concession assets arises when the University controls or regulates what services the operator must provide with the asset, to whom it must provide them, and at what price. Control assessment further requires that the University must control through ownership, beneficial entitlement, any significant residual interest in the asset at the end of the term of the arrangement. Grantor also controls the asset if it will be used in a service concession arrangement for either its entire economic life or the major part of its economic life.

Service concession assets are initially recognised at fair value, which is their current replacement cost in accordance with the cost approach to fair value in AASB13.

When an existing asset is used in a service concession arrangement, such an asset is reclassified as a service concession asset and measured at current replacement cost at the date of reclassification. At the date of reclassification, where there is a difference between the carrying amount of the asset and its fair value (current replacement cost), the difference is accounted for as a revaluation of the asset and recognised in other comprehensive income and accumulated in the asset revaluation reserve.

After initial recognition or reclassification, service concession assets are carried at fair value less any depreciation and impairment.

Construction in progress

Costs in relation to service concession assets under construction are recognised as Construction in Progress assets.

Refer to notes 7, 22 and 31 for further details of the accounting policy relating to, and to the impact of, service concession arrangements for the Group.

18 Intangible assets

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Electronic library materials	17,216	16,406	17,216	16,406
Software and software licences	1,030	1,695	1,030	1,695
Total intangible assets	18,246	18,101	18,246	18,101
	Electronic Library Materials	Software and Software Licences	Total	
	\$'000	\$'000	\$'000	
Consolidated and University				
At 1 January 2023				
Cost	29,543	4,051	33,594	
Accumulated amortisation and impairment	(13,597)	(3,307)	(16,904)	
Net book amount	15,946	744	16,690	
Year ended 31 December 2023				
Opening net book amount	15,946	744	16,690	
Additions	3,636	63	3,699	
Transfer from Construction in Progress	-	1,525	1,525	
Amortisation Charges	(3,176)	(637)	(3,813)	
Closing net book amount	16,406	1,695	18,101	
At 31 December 2023				
Cost	33,179	5,639	38,818	
Accumulated amortisation and impairment	(16,773)	(3,944)	(20,717)	
Net book amount	16,406	1,695	18,101	
Year ended 31 December 2024				
Opening net book amount	16,406	1,695	18,101	
Additions	3,994	-	3,994	
Amortisation Charges	(3,183)	(666)	(3,849)	
Closing net book amount	17,217	1,029	18,246	
At 31 December 2024				
Cost	37,171	5,638	42,809	
Accumulated amortisation and impairment	(19,955)	(4,608)	(24,563)	
Net book amount	17,216	1,030	18,246	

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life which is reviewed annually) on the straight-line basis. All intangible assets controlled by the Group have a finite useful life and zero residual value.

Electronic library materials have no minimum capitalisation limit. The cost of utilising the assets is expensed (amortised) over their expected useful life of 10 years.

Acquisition of computer software and software licences costing \$5,000 or more and internally generated software costing \$10,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful life. Computer software and software licences have an expected useful life of four years. Costs incurred below these thresholds are immediately expensed directly to the income statement.

19 Trade and other payables

	Note	Consolidated		University	
		2024	2023	2024	2023
		\$'000	\$'000	\$'000	\$'000
Current					
Trade payables		2,312	10,893	1,886	10,575
Current tax liability		25	31	-	-
Accruals and other payables		21,463	30,540	20,934	30,368
OS-HELP liability to Australian Government	35(g)	2,138	1,566	2,138	1,566
Total current trade and other payables		25,938	43,030	24,958	42,509

The carrying amounts of the Group's and University's payables are denominated in Australian currency only.

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year, which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

20 Borrowings

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Current				
Secured				
Lease liabilities	1,512	1,415	1,318	1,347
Western Australian Treasury Corporation ^{#1}	5,816	5,780	5,816	5,780
Total current secured borrowings	7,328	7,195	7,134	7,127
Total current borrowings	7,328	7,195	7,134	7,127
Non-current				
Secured				
Lease liabilities	7,723	4,696	5,421	4,685
Western Australian Treasury Corporation ^{#1}	88,363	94,179	88,363	94,179
Total non-current secured borrowings	96,086	98,875	93,784	98,864
Total non-current borrowings	96,086	98,875	93,784	98,864
Total borrowings	103,414	106,070	100,918	105,991

^{#1} Loan from Western Australian Treasury Corporation is as follows:

Peel Campus loan 1: \$1.46 million (2023: \$1.98 million) which is secured by a Guarantee of the Treasurer of the State, interest bearing at a fixed rate of 6.86% and repayable in quarterly instalments by April 2027.

Boola Katitjin loan (fixed): \$46.36m which is secured by a Guarantee of the Treasurer of the State, interest bearing at a fixed rate of 4.94% and repayable in semi annual instalments by 2033.

Boola Katitjin loan (variable): \$46.36m which is secured by a Guarantee of the Treasurer of the State, interest bearing at a weighted average rate of 4.91% and repayable in semi annual instalments by 2033.

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities, which are not an incremental cost relating to the actual draw down of the facility, are recognised as prepayments and amortised on a straight-line basis over the term of the facility.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period and does not expect to settle the liability for at least 12 months after the end of the reporting period.

Borrowing costs incurred for the construction of any qualifying assets are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

20 Borrowings (continued)**Lease liabilities**

Lease liabilities are initially measured at the present value of unpaid lease payments at the commencement date of the leases. To calculate the present value, the unpaid lease payments are discounted using the incremental borrowing rate at the commencement date of the lease. Lease payments included in the measurement of lease liabilities comprise:

- Fixed payments, including in substance fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date (e.g. payments varying on account of changes in CPI)
- Amounts expected to be payable by the lessee under residual value guarantees
- The exercise price of a purchase option if the Group is reasonably certain to exercise that option and
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component and the aggregate standalone price of the non-lease components. Subsequently, the lease liability is measured at amortised cost using the effective interest rate method resulting in interest expense being recognised as a borrowing cost in the income statement. The lease liability is remeasured when there are changes in future lease payments arising from a change in an index or rate and other situations e.g. change in a lease term, change in the assessment of an option to purchase the underlying asset, with a corresponding adjustment to the right-of-use asset.

The adjustment amount is factored into depreciation of the right-of-use asset prospectively.

Right-of-use assets are presented within property, plant and equipment in note 17(a) and lease liabilities are presented as borrowings in note 20.

(a). Financing arrangements

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Facilities				
Hire purchase facility	1,000	1,000	1,000	1,000
Western Australian Treasury Corporation loan facility	100,000	100,000	100,000	100,000
	101,000	101,000	101,000	101,000
Facilities utilised at reporting date				
Western Australian Treasury Corporation loan facility	94,179	99,959	94,179	99,959
	94,179	99,959	94,179	99,959
Facilities not utilised at reporting date				
Asset finance (Finance Leases)	1,000	1,000	1,000	1,000
Western Australian Treasury Corporation loan facility	5,821	41	5,821	41
	6,821	1,041	6,821	1,041

In January 2018 the University signed an agreement with Western Australia Treasury Corporation (WATC) to increase its loan facility limit to \$100 million. The amount and timing of drawdowns is subject to specific limits in the conditions of funding. The increase in the loan facility limit is for the purpose of funding the University's capital works and acquisition of capital assets. The WATC loan facility is secured with a Treasurer's Guarantee and will be managed in accordance with the University's Debt Management Policy.

(b). Reconciliation of liabilities arising from financing activities

	2023				2024
	Carrying amount	Cash flows	Non-cash changes		Carrying amount
Consolidated	\$'000	\$'000	Acquisitions	Transfer	Other adjustments
	\$'000	\$'000	\$'000	\$'000	\$'000
Long-term borrowings	94,179	-	-	(5,816)	-
Short-term borrowings	5,780	(5,780)	-	5,816	-
Lease liabilities	6,111	(1,755)	4,439	-	440
Total liabilities from financing activities	106,070	(7,535)	4,439	-	440
					103,414

20 Borrowings (continued)**(b). Reconciliation of liabilities arising from financing activities (continued)**

	2023 Carrying amount	Cash flows	Non-cash changes		2024 Carrying amount
University			Acquisitions	Transfer	Other adjustments
	\$'000	\$'000	\$'000	\$'000	\$'000
Long-term borrowings	94,179	-	-	(5,816)	-
Short-term borrowings	5,780	(5,780)	-	5,816	-
Lease liabilities	6,032	(1,593)	1,907	-	393
Total liabilities from financing activities	105,991	(7,373)	1,907	-	393
					100,918

The carrying amounts of borrowings are denominated in Australian dollars.

For an analysis of the sensitivity of borrowings to interest rate risk and foreign exchange risk refer to note 30.

(c). Murdoch University as a lessee**Amounts recognised in the income statement**

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Interest on lease liabilities	364	240	319	232
Depreciation on Right-of-use assets	1,518	1,371	1,401	1,217
Expenses relating to short-term leases (including variable payments)	1,964	2,258	1,789	1,869
Expenses relating to leases of low-value assets, excluding short term leases of low-value assets	2,187	2,034	2,187	2,034
	6,033	5,903	5,696	5,352
Amounts recognised in the income statement	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Maturity analysis - undiscounted contractual cash flows				
Less than one year	1,512	1,415	1,318	1,347
One to five years	5,128	3,517	3,984	3,506
More than five years	2,595	1,179	1,437	1,179
	9,235	6,111	6,739	6,032
Total undiscounted contractual cash flows				
Lease liabilities recognised in the statement of financial position				
Current	1,512	1,415	1,318	1,347
Non-current	7,723	4,696	5,421	4,685
	9,235	6,111	6,739	6,032

The Group has lease arrangements for buildings, vehicles, computing and other equipment, with lease term ranging from two to fifteen years in length.

Amounts recognised in statement of cash flows

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Total cash outflow for leases	5,910	5,592	5,567	5,048

21 Provisions

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Current provisions expected to be settled within 12 months				
Employee benefits:				
Annual leave	14,366	10,864	14,299	10,797
Long service leave	2,724	2,613	2,724	2,601
Employment on-costs	1,125	850	1,042	850
Other provisions:				
Management fees - St Ives Retirement Village	1,517	1,363	-	-
Other provisions	1,263	1,150	1,234	1,127
	20,995	16,840	19,299	15,375
Current provisions expected to be settled after more than 12 months				
Annual leave	3,723	5,378	3,706	5,348
Long service leave	16,894	14,554	16,894	14,496
Employment on-costs	866	1,207	949	1,203
Other provisions:				
Management fees - St Ives Retirement Village	14,535	13,643	-	-
	36,018	34,782	21,549	21,047
Total current provisions	57,013	51,622	40,848	36,422
Non-current				
Employee benefits:				
Long service leave	17,046	18,234	17,046	18,160
Employment on-costs	838	1,072	838	1,067
Other provisions	235	235	235	235
Total non-current provisions	18,119	19,541	18,119	19,462
Total provisions	75,132	71,163	58,967	55,884

Movements in other provisions

Movements in each class of provision during the financial year, other than annual leave and long service leave, are set out below:

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Employment on-costs provision				
Balance at beginning of year	3,129	7,448	3,120	7,423
Additional provision	2,917	845	2,912	840
Amounts used	(1,769)	(310)	(1,746)	(309)
Valuation / adjustment	(1,448)	(4,854)	(1,457)	(4,834)
Carrying amount at end of period	2,829	3,129	2,829	3,120
Management fees				
Balance at beginning of year	15,006	14,693	-	-
Additional provision	2,878	1,485	-	-
Amounts used	(1,832)	(1,172)	-	-
Carrying amount at end of period	16,052	15,006	-	-
Other				
Balance at beginning of year	1,385	4,006	1,362	3,984
Additional provisions	917	1,127	869	1,127
Amounts used	(804)	(3,408)	(762)	(3,408)
Unused amount reversed	-	(340)	-	(341)
Carrying amount at end of period	1,498	1,385	1,469	1,362

21 Provisions (continued)

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are reviewed at each reporting period.

Employee benefits

All annual leave and long service leave provisions are in respect of employees; services up to the end of the reporting period.

Annual Leave

Annual leave is not expected to be settled wholly within twelve months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. Benefits expected to be settled wholly within 12 months are measured at the undiscounted amount expected to be paid. Benefits not expected to be settled before 12 months after the end of the reporting period are discounted to present value.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

The provision for annual leave is classified as a current liability, as the Group does not have an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period.

Long service leave

Long service leave is not expected to be settled wholly within twelve months after the end of the reporting period is recognised and measured at the present value of amounts expected to be paid, when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments, consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The long service leave provision is actuarially assessed and the expected future payments are discounted using market yields at the end of the reporting period on non-financial corporate bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Retirement benefit obligations

The employees of the Group are entitled to benefits on retirement from superannuation plans elected by the employees. These plans incorporate defined contribution sections only as per AASB 119 'Employee benefits'.

Obligations for contributions to defined contribution plans are recognised as an expense in the income statement as incurred.

Retirement benefit obligations are reported as Other Provisions.

Employee on-costs

Employee on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred.

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. The Group recognises the expense and liability for termination benefits either when it can no longer withdraw the offer of those benefits or when it has recognised costs for restructuring within the scope of AASB137 that involves the payment of termination benefits. The expense and liability are recognised when the Group is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

Termination benefits are measured on initial recognition and subsequent changes are measured and recognised in accordance with the nature of the employee benefit. Benefits expected to be settled wholly within 12 months are measured at the undiscounted amount expected to be paid. Benefits not expected to be settled before 12 months after the end of the reporting period are discounted to present value.

Termination benefits are reported as Other Provisions.

22 Other liabilities

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Current				
Income received in advance	54,384	68,077	35,562	48,961
Australian government unspent financial assistance	-	23	-	23
GORTO liability	629	629	629	629
Capital grants	19,818	18,655	19,818	18,655
Resident loans*	223,106	201,658	-	-
Total current other liabilities	297,937	289,042	56,009	68,268
Contract liabilities	38,879	40,499	38,879	40,499
Total current contract and other liabilities	336,816	329,541	94,888	108,767
* Resident loans obligation	294,205	268,031	-	-
Less: Deferred Management Fees	(71,099)	(66,373)	-	-
	223,106	201,658	-	-
Non-current				
Australian Government Unspent Financial Assistance	1,110	1,388	1,110	1,388
GORTO liability	11,062	11,691	11,062	11,691
Total non-current other liabilities	12,172	13,079	12,172	13,079

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer. Where the Group has received consideration, or payment is due before the Group transfers goods or services to the customer, a contract liability is recognised. Contract liabilities are recognised as revenue as the Group performs its obligations under the contract.

Capital grants

Capital grants refer to amounts received to acquire or construct a recognisable non-financial asset to be controlled by the University. The income will be recognised overtime when the asset is acquired or constructed

Resident loans

Resident loans, relating to the St Ives Retirement Village, are measured at the principal amount, plus the residents' share of any change in the market value of the underlying property at year end date less the value of the deferred management fee receivable.

Resident loans are non-interest bearing and are payable at the end of the resident contract. In most cases this is greater than 12 months, however they are classified as current liabilities because the company does not have an unconditional right to defer settlement. This classification distorts the University's working capital position.

In practice, the rate at which the company's retirement residents vacate their units, and hence the rate at which the resident loans will fall due for repayment can be estimated on the basis of statistical tables. It is highly improbable that all the residents would vacate their units at the same time and within the next 12 months.

Deferred management fee

Deferred management fee "DMF" receivable represents the contractual amount receivable with reference to the underlying resident contract. Murdoch Retirement Service Pty Ltd has a contractual right of offset of the DMF receivable against the relevant resident loan. Resident loans obligations and DMF receivables are recognised on a net basis due to the right of offset.

GORTO liability - grant of a right to the operator model

To the extent that the service concession liability does not give rise to a contractual obligation to provide cash to the operator, a GORTO liability is recognised as the unearned portion of the revenue arising from the exchange of assets between the University and the operator. The liability is subsequently amortised into the income statement according to the economic substance of the service concession arrangement, generally on a straight-line basis.

23 Equity

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Reserves				
Land, buildings, infrastructure and service concession assets	516,401	469,824	516,401	469,824
Equity instruments designated at fair value through OCI	1,073	922	1,073	922
Foreign exchange translation reserve	88	(13)	-	(27)
Total reserves	517,562	470,733	517,474	470,719

Movements

Reserves				
Balance 1 January	470,733	432,801	470,719	432,784
Land, buildings, infrastructure and service concession assets	46,576	38,147	46,576	38,147
Equity instruments designated at fair value through OCI	151	(185)	151	(185)
Foreign exchange translation reserve	102	(30)	28	(27)
Balance 31 December	517,562	470,733	517,474	470,719

Retained earnings

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Retained earnings				
Balance 1 January	508,649	503,043	733,435	724,375
Net result for the period	36,344	5,606	53,707	9,060
Retained earnings 31 December	544,993	508,649	787,142	733,435

Land, buildings, infrastructure and service concession assets

This reserve is used to account for the increases or decreases in the value of assets as a result of revaluations.

Hedging reserve cash flow hedges

Forward exchange contracts are entered into as hedges to avoid or minimise possible adverse financial effects of movements in exchange rates. Such derivative instruments are stated at fair value. Changes in fair value of derivative financial instruments that are designated and effective as hedges of future cash flows are recognised directly in equity.

Equity instruments designated at fair value through OCI

Equity instruments designated at fair value through OCI.
This reserve is used to account for increases or decreases in the value of investment in equity instruments designated at fair value through other comprehensive income.

Foreign exchange translation reserve

This represents foreign exchange differences arising on translation of the foreign subsidiary.

24 Reconciliation of net result after income tax to net cash provided by / (used in) operating activities

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Net result after income tax	36,344	5,606	53,643	9,060
Adjustments for:				
Depreciation and amortisation	33,831	31,778	33,689	31,606
Loss on disposal of property, plant and equipment	50	457	50	457
Net gain on other financial assets	(5,997)	(7,492)	(4,708)	(7,452)
Fair value gain on investment property	(22,631)	(4,784)	(22,631)	(4,784)
Amortisation of GORTO liability	(629)	(629)	(629)	(629)
Donations	(3,108)	(123)	(3,108)	(123)
Net exchange differences	(302)	(140)	(302)	(140)
Changes in assets and liabilities:				
Decrease/(Increase) in receivables	31,872	(5,091)	29,999	(3,226)
Decrease in inventories	12	84	13	84
(Increase) in other assets	(2,126)	(3,003)	(1,370)	(2,992)
(Decrease) / Increase in payables	(18,019)	24,001	(17,826)	24,262
Increase in provisions	3,970	3,340	3,081	3,030
Increase in resident loans	21,448	4,771	-	-
(Decrease) / Increase in other liabilities	(12,563)	7,226	(12,269)	7,750
Increase in deferred tax liabilities	347	-	-	-
Net cash provided by operating activities	62,499	56,001	57,632	56,903

25 Remuneration of auditors

During the year, the following fees were paid or payable for services provided by the auditor of the University and Group:

	Consolidated		University	
	2024	2023	2024	2023
	\$	\$	\$	\$
Audit of Financial Statements				
Fees paid to Office of the Auditor General	454,835	383,250	406,735	344,500
Fees paid to BDO Corporate Services Pte Ltd Singapore	43,022	35,098	-	-
	497,857	418,348	406,735	344,500
Other Services				
Fees paid to Office of the Auditor General	-	25,000	-	25,000
Total paid for audit	497,857	443,348	406,735	369,500

26 Contingent assets and contingent liabilities

There are no known contingent assets which are likely to materially affect the Group's financial position at reporting date. From time-to-time claims are made against the University for various matters including breach of contract. All claims are investigated by the University and assessed on their merits as to whether they are spurious in nature or worth defending. The University will only book a liability where there is a present legal, equitable or constructive obligation and will only disclose a contingent liability where the probability of an outflow is not remote.

In December 2019 the University announced it would undertake a proactive and wide-reaching review of payroll and leave entitlements. This review followed a number of well-documented incidents of underpayment of entitlements by several large organisations in Australia. The intention was to ensure that all staff at Murdoch University, past and present, received their correct entitlements. Due to the scale and complexity of this review, it is being conducted in phases, including a broad forensic audit which focuses on payroll accuracy in relation to applicable key legislation, industrial instruments and/or contractual and policy compliance. This review is ongoing; however several major phases have been completed between 2019 and 2024 and where applicable, the financial impact reflected in the Group's financial position. On the basis that the outcome of the ongoing review is not yet known, and the probability of an outflow is potentially greater than remote, the University has a contingent liability in this regard.

Other than what has been noted above, there are no other known contingent liabilities which may materially affect the Group's financial position as at the reporting date.

27 Commitments for expenditure**Capital commitments**

Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows				
Within one year	6,339	2,743	6,339	2,743
Between one year and five years	417	669	417	669
Total PPE commitments	6,756	3,412	6,756	3,412

28 Write-offs

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Total write-offs approved by the University Senate				
Trade and student debtor	353	222	353	222
Other receivables	52	60	52	60
Property, plant and equipment	135	67	135	67
Total write-offs	540	349	540	349

29 Key management personnel compensation

The University has determined that key management personnel include Senate members and senior officers of the University. Senate members who are employed as staff at the University have their compensation disclosed in respect of their individual employment conditions in their capacity as employees.

Total compensation of key management personnel for the reporting period is presented within the following bands:

	Senate members		Senior officers	
	2024	2023	2024	2023
\$0 - \$10,000	6	7	-	-
\$10,001 - \$20,000	2	2	-	-
\$20,001 - \$30,000	4	3	-	-
\$30,001 - \$40,000	1	3	-	-
\$40,001 - \$50,000	3	-	-	-
\$50,001 - \$60,000	-	2	-	1
\$60,001 - \$70,000	1	-	-	-
\$90,001 - \$100,001	1	-	-	-
\$110,001 - \$120,001	1	-	-	-
\$130,001 - \$140,000	1	-	-	-
\$200,001 - \$210,000	-	1	-	-
\$210,001 - \$220,000	-	-	-	3
\$220,001 - \$230,000	-	-	-	1
\$230,001 - \$240,000	1	1	-	-
\$250,001 - \$260,000	-	1	2	2
\$260,001 - \$270,000	-	-	-	1
\$280,001 - \$290,000	-	-	1	-
\$310,001 - \$320,000	-	-	-	1
\$320,001 - \$330,000	-	-	2	1
\$330,001 - \$340,000	-	-	2	-
\$340,001 - \$350,000	-	-	-	2
\$350,001 - \$360,000	-	-	1	1
\$360,001 - \$370,000	-	-	1	1
\$370,001 - \$380,000	-	-	-	1
\$410,001 - \$420,000	-	-	1	-
\$440,001 - \$450,000	-	-	-	1
\$480,001 - \$490,000	-	-	2	-
\$490,001 - \$500,000	-	-	1	-
\$550,001 - \$560,000	-	-	1	-
\$860,001 - \$870,000	-	1	-	-
\$870,001 - \$880,000	1	-	-	-
	22	21	14	16

	Senate members		Senior officers	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Short-term employee benefits	1,678	1,724	4,582	3,971
Post-employment benefits	151	144	566	519
Other long-term benefits	25	35	116	81
Total key management personnel compensation	1,854	1,903	5,264	4,571

30 Financial Risk Management

Murdoch University's Senate holds the ultimate responsibility for overseeing the Risk Management Policy and monitoring the management of risks across the Group. The Audit and Risk Committee, under Senate's approval, confirms the appropriateness of the University's Risk Management Framework and regularly receives internal audit reports and updates. Additionally, the Resources Committee oversees the efficient and effective management of the University's resources, monitors the financial performance, assess risks and implement necessary controls. This collaborative approach ensures a robust financial management framework, safeguarding the Group's financial stability and sustainability.

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and equity price risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group.

(a). Market risk

Foreign exchange risk

Foreign exchange risk arises when future commercial transactions and recognised assets and liabilities are denominated in a currency that is not the Group's functional currency. The Group does have exposure to the international market and therefore is exposed to foreign exchange risk. The Group setup a US Dollar bank account in 2019 to minimise its foreign exchange risk arising from the anticipated receipts and payment of USD.

Equity price risk

A portion of the Group's investments are exposed to fluctuations in the prices of equity securities. The Group's investment policy provides strategies for the minimisation of price risk with the diversification of that risk through various investment managers and on-going monitoring by the Resources Committee to ensure there is no concentration of risk exposure in any one area.

Cash flow and fair value interest rate risk

The Group is exposed to cash flow interest rate risk as it borrows and invests funds at floating interest rates. The risk is managed through maintaining an appropriate mix of borrowings and investments at fixed and floating rates, maintaining an appropriate mix of financial institutions to invest with and setting limits in terms of borrowings and investments.

Summarised sensitivity analysis

The following tables summarise the sensitivity of the Group's financial assets and financial liabilities to interest rate risk, foreign exchange risk and equity price risk.

31 December 2024 Consolidated		Interest rate risk				Foreign exchange risk				Equity price risk			
		-0.5%		+0.5%		-10%		+10%		-10%		+10%	
	Carrying amount	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity
	\$'000's	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets													
Cash and Cash Equivalents - at bank	78,360	(392)	(392)	392	392	(552)	(552)	552	552	-	-	-	-
Amount receivable in foreign currency	414	-	-	-	-	(41)	(41)	41	41	-	-	-	-
Other financial assets													
Bank deposits	113,740	(569)	(569)	569	569	-	-	-	-	-	-	-	-
Listed securities	6,120	-	-	-	-	-	-	-	-	(612)	(612)	612	612
Unlisted securities	6,634	-	-	-	-	-	-	-	-	(663)	(663)	663	663
Managed funds	89,988	-	-	-	-	-	-	-	-	(8,999)	(8,999)	8,999	8,999
Financial liabilities													
Borrowings	103,414	(232)	(232)	232	232	-	-	-	-	-	-	-	-
Total increase/(decrease)		(1,193)	(1,193)	1,193	1,193	(593)	(593)	593	593	(10,274)	(10,274)	10,274	10,274
31 December 2023 Consolidated		Interest rate risk				Foreign exchange risk				Equity price risk			
		-0.5%		+0.5%		-10%		+10%		-10%		+10%	
	Carrying amount	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity
	\$'000's	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets													
Cash and Cash Equivalents - at bank	110,679	(553)	(553)	553	553	(264)	(264)	264	264	-	-	-	-
Amount receivable in foreign currency	1,998	-	-	-	-	(200)	(200)	200	200	-	-	-	-
Other financial assets													
Bank deposits	50,600	(253)	(253)	253	253	-	-	-	-	-	-	-	-
Listed securities	6,975	-	-	-	-	-	-	-	-	(698)	(698)	698	698
Unlisted securities	6,483	-	-	-	-	-	-	-	-	(648)	(648)	648	648
Managed funds	79,031	-	-	-	-	-	-	-	-	(7,903)	(7,903)	7,903	7,903
Financial liabilities													
Borrowings	106,070	245	245	(245)	(245)	-	-	-	-	-	-	-	-
Total increase/(decrease)		(561)	(561)	561	561	(464)	(464)	464	464	(9,249)	(9,249)	9,249	9,249

30 Financial Risk Management (continued)**31 December 2024
University**

	Carrying amount \$'000's	-0.5%		+0.5%		-10%		+10%		-10%		+10%	
		Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets													
Cash and Cash Equivalents - at bank	67,303	(337)	(337)	337	337	(552)	(552)	552	552	-	-	-	-
Amount receivable in foreign currency	414	-	-	-	-	(41)	(41)	41	41	-	-	-	-
Other financial assets													
Bank deposits	108,174	(541)	(541)	541	541	-	-	-	-	-	-	-	-
Listed securities	3,650	-	-	-	-	-	-	-	-	(365)	(365)	365	365
Unlisted securities	6,634	-	-	-	-	-	-	-	-	(663)	(663)	663	663
Managed funds	89,304	-	-	-	-	-	-	-	-	(8,930)	(8,930)	8,930	8,930
Financial liabilities													
Borrowings	100,918	(232)	(232)	232	232	-	-	-	-	-	-	-	-
Total increase/(decrease)		(1,110)	(1,110)	1,110	1,110	(593)	(593)	593	593	(9,958)	(9,958)	9,958	9,958

**31 December 2023
University**

	Carrying amount \$'000's	-0.5%		+0.5%		-10%		+10%		-10%		+10%		
		Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets														
Cash and Cash Equivalents - at bank	100,879	(504)	(504)	504	504	(264)	(264)	264	264	-	-	-	-	
Amount receivable in foreign currency	1,998	-	-	-	-	(200)	(200)	200	200	-	-	-	-	
Other financial assets														
Bank deposits	48,234	(242)	(242)	242	242	-	-	-	-	-	-	-	-	
Listed securities	5,804	-	-	-	-	-	-	-	-	(580)	(580)	580	580	
Unlisted securities	6,483	-	-	-	-	-	-	-	-	(648)	(648)	648	648	
Managed funds	79,031	-	-	-	-	-	-	-	-	(7,903)	(7,903)	7,903	7,903	
Financial liabilities														
Borrowings	105,991	245	245	(245)	(245)	-	-	-	-	-	-	-	-	
Total increase/(decrease)		(501)	(501)	501	501	(464)	(464)	464	464	(9,131)	(9,131)	9,131	9,131	

30 Financial Risk Management (continued)**(b). Credit risk**

The carrying amount of financial assets (as contained in the table in sub-note 30(a).) represents the Group's maximum exposure to credit risk. There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Credit risk is managed at group level subject to the Group's established policies, procedures and controls relating to credit risk management. Credit quality of a customer is assessed based on individual credit limits. Outstanding receivables are regularly monitored.

An impairment analysis is performed at each reporting date using a provision matrix that is based on historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in the notes above.

The Group evaluates the concentration of risk with respect to trade receivables as low, as its customers are located in several jurisdictions and industries and operate in largely independent markets.

Set out below is the information about the credit risk exposure on the Group's receivables.

Consolidated	Current \$'000	Day past due				Total \$'000
		<30 days \$'000	30-60 days \$'000	61-90 days \$'000	>91 days \$'000	

31 December 2024

Expected credit loss rate (%)	-	-	-	-	41.2%	-
Trade and other receivables	5,541	5,083	652	470	3,460	15,206
Expected credit loss	-	-	-	-	(1,424)	(1,424)
Contract assets	5,905	-	-	-	-	5,905
Franking credit receivable	-	-	-	-	22,888	22,888
Impairment of franking credit receivables	-	-	-	-	(22,888)	(22,888)

Consolidated	Current \$'000	Day past due				Total \$'000
		<30 days \$'000	30-60 days \$'000	61-90 days \$'000	>91 days \$'000	

31 December 2023

Expected credit loss rate (%)	-	-	-	-	16.2%	-
Trade and other receivables	9,850	3,018	2,153	448	7,618	23,087
Expected credit loss	-	-	-	-	(1,232)	(1,232)
Contract assets	9,210	-	-	-	-	9,210
Franking credit receivable	-	-	-	-	22,831	22,831

30 Financial Risk Management (continued)**(c). Liquidity risk**

Liquidity risk refers to the possibility that the Group may be unable to meet its financial obligations as they fall due. To mitigate this risk, the Group ensures it maintains adequate working capital to fulfill its liabilities on time, without incurring significant losses or additional costs. Additionally, the Group aims to maintain an optimal cash balance that minimises liquidity risk to an acceptable level, while maximising investment returns within the agreed risk parameter outlined in the investment strategy and policy.

The following tables summarise the maturity of the Group's financial assets and financial liabilities:

	Average interest rate %	Non-interest bearing	Interest bearing	Carrying amount		Contractual cash flows		Less than 1 year		1 to 5 years		5+ years	
				2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Consolidated				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets:													
Cash at bank	4.07%	-	31,048	31,048	44,015	31,048	44,015	31,048	44,015	-	-	-	-
Term deposits	5.16%	-	161,052	161,052	117,264	161,052	117,264	161,052	117,264	-	-	-	-
Receivables		19,687	-	19,687	53,896	19,687	53,896	19,687	53,890	-	6	-	-
Listed securities		6,120	-	6,120	6,975	6,120	6,975	-	-	-	-	6,120	6,975
Unlisted securities		6,634	-	6,634	6,483	6,634	6,483	-	-	-	-	6,634	6,483
Managed funds		89,988	-	89,988	79,031	89,988	79,031	-	-	-	-	89,988	79,031
Total Financial Assets		122,429	192,100	314,529	307,664	314,529	307,664	211,787	215,169	-	6	102,742	92,489
Financial Liabilities:													
Borrowings	4.95%	9,235	94,179	103,414	106,070	120,548	140,126	9,769	9,882	35,248	35,864	75,531	94,380
Payables		25,938	-	25,938	43,030	25,938	43,030	25,938	43,030	-	-	-	-
Resident loan		223,106	-	223,106	201,658	223,106	201,658	223,106	201,658	-	-	-	-
Total Financial Liabilities		258,279	94,179	352,458	350,758	369,592	384,814	258,813	254,570	35,248	35,864	75,531	94,380

University	Average interest rate %	Non-interest bearing	Interest bearing	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets:													
Cash at bank	4.54%	-	21,166	21,166	34,215	21,166	34,215	21,166	34,215	-	-	-	-
Term deposits	5.16%	-	154,311	154,311	114,898	154,311	114,898	154,311	114,898	-	-	-	-
Receivables		22,583	-	22,583	55,581	22,583	55,581	22,583	55,575	-	6	-	-
Listed securities		3,650	-	3,650	5,804	3,650	5,804	-	-	-	-	3,650	5,804
Unlisted securities		6,634	-	6,634	6,483	6,634	6,483	-	-	-	-	6,634	6,483
Managed funds		89,304	-	89,304	79,031	89,304	79,031	-	-	-	-	89,304	79,031
Shares in subsidiaries		100	-	100	100	100	100	-	-	-	-	100	100
Total Financial Assets		122,271	175,477	297,748	296,112	297,748	296,112	198,060	204,688	-	6	99,688	91,418
Financial Liabilities:													
Borrowings	4.95%	6,739	94,179	100,918	105,991	118,053	140,046	9,575	9,814	34,103	35,852	74,374	94,380
Payables		24,958	-	24,958	42,509	24,958	42,509	24,958	42,509	-	-	-	-
Total Financial Liabilities		31,697	94,179	125,876	148,500	143,011	182,555	34,533	52,323	34,103	35,852	74,374	94,380

31 Fair value measurement**(a). Fair value measurements**

The fair value of financial assets and liabilities must be estimated for recognition and measurement or for disclosure purposes. Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method or at fair value as applicable. Due to the short-term nature of the cash and cash equivalent and current receivable their carrying value approximates their fair value and based on credit history it is expected that the receivables that are neither past due nor impaired will be received when due. The Group measures and recognise the following assets and liabilities at fair value on a recurring basis:

- Financials assets at fair value through profit and loss
- Financial assets at amortised cost
- Non-current assets classified as held for sale
- Investments in equity instruments designated at fair value through other comprehensive income
- Land, buildings and infrastructure
- Service concession assets
- Investment properties
- Artworks
- Borrowings
- Lease liabilities
- Resident loans

(b). Fair value hierarchy

- Level 1 quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Recognised fair value measurements

Fair value measurements recognised in the statement of financial position are categorised into the following levels at 31 December 2024 and 2023.

		Carrying amount	Fair value	Level 1	Level 2	Level 3
	Note	\$000's	\$'000	\$'000	\$'000	\$'000
2024 Consolidated						
Financial assets						
Cash and cash equivalent	12	78,360	78,360	-	-	-
Trade receivables	13	12,694	12,694	-	-	-
Other financial assets at amortised cost						
Bank deposits	14	113,740	113,740	-	-	-
Financial assets at fair value through profit or loss						
Listed securities	14	6,120	6,120	6,120	-	-
Managed funds	14	89,988	89,988	89,988	-	-
Investment in equity instruments designated at fair value through other comprehensive income						
Unlisted securities	14	6,634	6,634	-	-	6,634
Total financial assets		307,536	307,536	96,108	-	6,634
Non-financial assets						
Non-current assets classified as held for sale	15	3,721	3,721	-	3,721	-
Investment properties	16	289,080	289,080	-	289,080	-
Land	17	260,487	260,487	-	260,487	-
Buildings	17	501,124	501,124	-	-	501,124
Infrastructure	17	47,185	47,185	-	-	47,185
Service Concession assets	17	59,008	59,008	-	8,430	50,578
Artworks	17	10,648	10,648	-	10,648	-
Total non-financial assets		1,171,253	1,171,253	-	572,366	598,887
Financial liabilities						
Payables	19	25,938	25,938	-	-	-
Borrowings	20	94,179	94,393	-	-	-
Lease liabilities	20	9,235	9,235	-	-	-
Resident loans	22	223,106	223,106	-	-	223,106
Total liabilities		352,458	352,672	-	-	223,106

31 Fair value measurement (continued)

(b). Fair value hierarchy (continued)

	Note	Carrying amount \$000's	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
2023 Consolidated						
Financial assets						
Cash and cash equivalents	12	110,679	110,679	-	-	-
Trade receivables	13	20,828	20,828	-	-	-
Other financial assets at amortised cost						
Bank deposits	14	50,600	50,600	-	-	-
Financial assets at fair value through profit or loss						
Listed securities	14	6,975	6,975	6,975	-	-
Managed funds	14	79,031	79,031	79,031	-	-
Investment in equity instruments designated at fair value through other comprehensive income						
Unlisted securities	14	6,483	6,483	-	-	6,483
Total financial assets		274,596	274,596	86,006	-	6,483
Non-financial assets						
Investment properties	16	269,357	269,357	-	269,357	-
Land	17	237,516	237,516	-	237,516	-
Buildings	17	486,582	486,582	-	-	486,582
Infrastructure	17	44,335	44,335	-	-	44,335
Service concession assets	17	57,316	57,316	-	7,587	49,729
Artworks	17	9,658	9,658	-	9,658	-
Total non-financial assets		1,104,764	1,104,764	-	524,118	580,646
Financial liabilities						
Payables	19	43,030	43,030	-	-	-
Borrowings	20	99,959	101,920	-	-	-
Lease liabilities	20	6,112	6,112	-	-	-
Resident loans	22	201,658	201,658	-	-	201,658
Total liabilities		350,759	352,720	-	-	201,658

31 Fair value measurement (continued)

(b). Fair value hierarchy (continued)

	Note	Carrying amount \$000's	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
2024 University						
Financial assets						
Cash and cash equivalent	12	67,303	67,303	-	-	-
Trade receivables	13	15,524	15,524	-	-	-
Other financial assets at amortised cost						
Bank deposit	14	108,174	108,174	-	-	-
other financial assets at fair value through profit or loss						
Listed securities	14	3,650	3,650	3,650	-	-
Managed funds	14	89,304	89,304	89,304	-	-
Shares in subsidiaries	14	100	100	-	-	100
Investment in equity instruments designated at fair value through other comprehensive income						
Unlisted securities	14	6,634	6,634	-	-	6,634
Total financial assets		290,689	290,689	92,954	-	6,734
Non-financial assets						
Non-current assets classified as held for sale	15	3,721	3,721	-	3,721	-
Investment properties	16	289,080	289,080	-	289,080	-
Land	17	260,487	260,487	-	260,487	-
Buildings	17	501,124	501,124	-	-	501,124
Infrastructure	17	47,185	47,185	-	-	47,185
Service concession assets	17	59,008	59,008	-	8,430	50,578
Artworks	17	10,648	10,648	-	10,648	-
Total non-financial assets		1,171,253	1,171,253	-	572,366	598,887
Financial liabilities						
Payables	19	24,958	24,958	-	-	-
Borrowings	20	94,179	94,393	-	-	-
Leases	20	6,739	6,739	-	-	-
Total liabilities		125,876	126,090	-	-	-

31 Fair value measurement (continued)

(b). Fair value hierarchy (continued)

	Note	Carrying amount \$'000's	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
2023 University						
Financial assets						
Cash and cash equivalent	12	100,879	100,879	-	-	-
Trade receivables	13	21,784	21,784	-	-	-
Other financial assets at amortised cost						
Bank deposits	14	48,234	48,234	-	-	-
Other financial assets at fair value through profit or loss						
Listed securities	14	5,804	5,804	5,804	-	-
Managed funds	14	79,031	79,031	79,031	-	-
Shares in subsidiaries	14	100	100	-	-	100
Investment in equity instruments designated at fair value through other comprehensive income						
Unlisted securities	14	6,483	6,483	-	-	6,483
Total financial assets		262,315	262,315	84,835	-	6,583
Non-financial assets						
Investment properties	16	269,357	269,357	-	269,357	-
Land	17	237,516	237,516	-	237,516	-
Buildings	17	486,582	486,582	-	-	486,582
Infrastructure	17	44,335	44,335	-	-	44,335
Service concession assets	17	57,316	57,316	-	7,587	49,729
Artworks	17	9,658	9,658	-	9,658	-
Total non-financial assets		1,104,764	1,104,764	-	524,118	580,646
Financial liabilities						
Payables	19	42,509	42,509	-	-	-
Borrowings	20	99,959	101,920	-	-	-
Leases	20	6,032	6,032	-	-	-
Total liabilities		148,500	150,461	-	-	-

Disclosed fair values

The Group has a number of assets and liabilities which are not measured at fair value, but for which the fair values are disclosed in the notes.

The fair value of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices.

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables.

All other financial assets and liabilities are recorded at amortised cost in the financial statement and their carrying value approximates their fair value.

31 Fair value measurement (continued)

(c). Valuation techniques to derive fair values

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2. If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted securities.

The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each balance sheet date. Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices or dealer quotes for similar instruments
- the fair value of forward foreign exchange contracts is determined using forward exchange rate at the end of the reporting period
- other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments

All of the resulting fair value estimates are included in level 2 except for unlisted securities, explained in (d) below.

Investment properties are valued independently each year whilst artworks are valued independently every three years. Land, buildings, infrastructure and service concession assets (classified as property, plant and equipment) are valued independently every three years, along with an annual desktop valuation. At the end of each reporting period, the Group updates their assessment of the fair value of each property, taking into account the most recent independent valuations. The Group determines the property's value within a range of reasonable fair value estimates.

The 2024 valuation for the University buildings under operating lease (including commercial buildings) was conducted by an independent licensed valuer, McGees Property. The St Ives Retirement Village valuation was determined by utilising an industry-specific valuation model developed by Ernst and Young Real Estate Advisory Services. The University land (including land under operating lease) was performed by McGees Property. The buildings, infrastructure and service concession assets were independently valued by Marsh Valuation Services.

All resulting fair value estimates for properties are included in level 3 except for land and investment properties.

Effective 1 January 2024, following the introduction of AASB 2022-10, the valuation approach of land has changed from sales comparison approach to current replacement cost approach, which estimates the cost to replace the land with an equivalent property at current market prices, while adjusting the sale prices of comparable land in close proximity for differences in key attributes such as location, size, and other relevant characteristics. The change in the valuation approach did not impact the land value.

31 Fair value measurement (continued)**(d). Fair value measurements using significant unobservable inputs (level 3)**

The following table is a reconciliation of level 3 items for the period ended 31 December 2024 and 2023.

Consolidated	Buildings	Infrastructure	Service concession assets	Unlisted securities	Resident loan	Total
2024	\$'000	\$'000	\$'000	\$'000	\$000's	\$'000
Fair value at start of period	486,582	44,335	57,316	6,483	201,658	796,374
Acquisition	6,361	2,668	-	-	-	9,029
Settlements	-	-	-	-	4,804	4,804
Revaluation increment / decrement recognised through other comprehensive income	18,330	1,082	2,686	151	-	22,249
Revaluation increment recognised in profit and loss	-	-	-	-	16,644	16,644
Depreciation expense	(9,766)	(897)	(994)	-	-	(11,657)
Impairment loss	(255)	-	-	-	-	(255)
Disposal	(128)	(3)	-	-	-	(131)
Fair value at end of period	501,124	47,185	59,008	6,634	223,106	837,057

2023

Fair value at start of period	330,621	43,081	48,150	6,668	(196,888)	231,632
Acquisition	141,654	290	-	-	-	141,944
Settlements	-	-	-	-	1,371	1,371
Revaluation increment / decrement recognised through other comprehensive income	23,196	1,830	2,539	(185)	-	27,380
Revaluation increment recognised in profit and loss	-	-	-	-	(6,141)	(6,141)
Depreciation expense	(8,889)	(866)	(960)	-	-	(10,715)
Fair value at end of period	486,582	44,335	49,729	6,483	(201,658)	385,471

University	Buildings	Infrastructure	Service concession assets	Unlisted securities	Total
2024	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value at start of period	486,582	44,335	57,316	6,483	594,716
Acquisition	6,361	2,668	-	-	9,029
Revaluation increment / decrement recognised through other comprehensive income	18,330	1,082	2,686	151	22,249
Depreciation expense	(9,766)	(897)	(994)	-	(11,657)
Impairment loss	(255)	-	-	-	(255)
Disposal	(128)	(3)	-	-	(131)
Fair value at end of period	501,124	47,185	59,008	6,634	613,951

2023

Fair value at start of period	330,621	43,081	48,150	6,668	428,520
Acquisition	141,654	290	-	-	141,944
Revaluation increment / decrement recognised through other comprehensive income	23,196	1,830	2,539	(185)	27,380
Depreciation expense	(8,889)	(866)	(960)	-	(10,715)
Fair value at end of period	486,582	44,335	49,729	6,483	587,129

Transfers between levels 2 and 3 and changes in valuation techniques.

There were no transfers of financial assets / liabilities between levels 2 and 3.

31 Fair value measurement (continued)**(d). Fair value measurements using significant unobservable inputs (level 3) (continued)****Valuation inputs and relationships to fair value**

Consolidated and University Description	Fair value at 31 December 2024 \$000's	Fair value at 31 December 2023 \$000's	Valuation technique	Unobservable inputs	Range of inputs (probability weighted average)	Relationship of unobservable inputs to fair value
Investment in unlisted securities	765	763	Adjusted asset approach	Estimated net assets available for distribution to shareholders upon wind-up	Not applicable	Increase in equity will result in higher fair value
Investment in unlisted securities	5,869	5,720	Adjusted asset approach	Estimated net assets available for distribution to shareholders upon wind-up	Not applicable	Increase in equity will result in higher fair value

(iii) Valuation processes

The fair value of unlisted shares held by the Group was assessed by an independent valuer, based on the calculation of the entity's net assets and, where applicable, applying a discount rate to account for restrictions on the disposal of its underlying net assets.

32 Related Parties**(a). Parent entity**

The ultimate parent entity within the Group is Murdoch University.

(b). Subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with the accounting policy described in note 1(a):

Name of Entity	Principal place of business	Ownership interest %	
		2024	2023
Murdoch Investments Company Pty Ltd	Australia	100	100
Murdoch Retirement Services Pty Ltd	Australia	100	100
Innovative Chiropractic Learning Pty Ltd	Australia	100	100
Murdoch Ventures Pty Ltd	Australia	100	100
Murdoch Singapore Pte Ltd	Singapore	100	100
The Alan & Iris Peacocke Research Foundation	Australia	100	100
Algae Harvest Pty Ltd	Australia	100	100

Innovative Chiropractic Learning Pty Ltd transferred its operations to Murdoch University as at 1 December 2024. The company has become dormant and remaining net assets of \$32,073 will be transferred to Murdoch University in 2025.

(c). Key management personnel

The University had no material related party transactions (greater than \$10,000) with Senate members, Senior Officers or their close family members or their controlled entities. Other disclosures relating to key management personnel are set out in note 29.

(d). Transactions with related parties

Aggregate amounts included in the determination of the net result from ordinary activities that resulted from transactions with related parties:

	University	
	2024	2023
	\$'000	\$'000
Wholly owned entity		
Donations, sponsorships and bequests	969	2,310
Other fees and charges	14,050	14,759
Rental and lease charges	172	188
Other expenditure	(1,257)	(1,502)
Recovery of salaries	23	(843)
Net assets transferred from Innovative Chiropractic Learning Pty Ltd	81	-

(e). Outstanding balances

Aggregate amounts receivable from, and payable to, each class of related parties at balance date:

	University	
	2024	2023
	\$'000	\$'000
Wholly owned entity		
Inter-entity receivable	3,239	2,092
Inter-entity (payable)	(45)	(1,058)

33 Events subsequent to reporting date

On 13 January 2025, the University entered into a unsecured concessional loan agreement for a total amount of \$50 million. This agreement was finalised after the reporting date of 31 December 2024 and is therefore considered a non-adjusting event. The financial statements for the year ended 31 December 2024 do not reflect this loan. However, the University is disclosing this event to provide relevant information to the users of the financial statements.

There are no other known matters or circumstances that have arisen since the end of the reporting date which significantly affect or could significantly affect the operations or results of the Group.

34 Superannuation - UniSuper defined benefit division

The Group currently contributes to the UniSuper defined benefit division (DBD) on behalf of certain employees. The DBD is a defined benefit plan under Superannuation Law but, as a result of amendments in 2006 to Clause 34 of the UniSuper Trust Deed, it is considered to be a defined contribution plan under AASB 119 "Employee benefits".

Financial position of the UniSuper defined benefit division

As at 30 June 2024, the assets of the DBD in aggregate were estimated to be \$5,838 million above vested benefits, after allowing for various reserves. The Vested Benefit Index based on funding assumptions was 122.1%. The vested benefits are benefits which are not conditional upon continued membership (or any factor other than leaving the service of the participating institution) and include the value of indexed pensions being provided by the DBD.

As at 30 June 2024, the assets of the DBD in aggregate were estimated to be \$8,489 million above accrued benefits, after allowing for various reserves. The Accrued Benefit Index based on best estimate assumptions was 135.6%. The accrued benefits have been calculated as the present value of expected future benefit payments to members and indexed pensioners which arise from membership of UniSuper up to the reporting date.

The vested benefit and accrued benefit liabilities were determined by the Fund's actuary using the actuarial demographic assumptions outlined in their report on the actuarial investigation of the DBD as at 30 June 2024. The financial assumptions used were:

	Vested Benefits	Accrued Benefits
Gross of tax investment return - DBD pensions	7.3% p.a.	8.2% p.a.
Gross of tax investment return - commercial rate indexed pensions	4.3% p.a.	4.3% p.a.
Net of tax investment return - non pensioner members	6.3% p.a.	7.1% p.a.
Consumer Price Index		
- Year 1	3.0% p.a.	3.0% p.a.
- Year 2	3.0% p.a.	3.0% p.a.
- Beyond 2 years	2.5% p.a.	2.5% p.a.
Inflationary salary increases		
- For the next 2 years	3.75% p.a.	3.75% p.a.
- Beyond 2 years	3.50% p.a.	3.50% p.a.

Assets have been included at their market value; that is, after allowing for realisation costs.

35 Acquittal of Australian Government Financial Assistance

(a). Education - CGS and other Education grants

	Commonwealth Grants Scheme ^{#1}		Indigenous Student Success Program ^{#4}		Access and Participation Pool		Higher Education Disability Support Program ^{#3}		Indigenous, Regional and Low-SES Attainment Fund ^{#2}		Higher Education and Domestic Micro-credentials		Promotion of Excellence in Learning and Teaching		National Priorities and Industry Linkage Fund		Other		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Parent Entity (University) Only																				
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	93,170	95,506	1,131	1,213	-	-	262	277	3,050	2,765	69	60	-	-	3,659	3,394	(346)	-	100,995	103,215
Transfer to/from Balance Sheet	(2,462)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	436	-	(2,026)	-
Revenue for the period	2(a) 90,708	95,506	1,131	1,213	-	-	262	277	3,050	2,765	69	60	-	-	3,659	3,394	90	-	98,969	103,215
Surplus/(deficit) from the previous year	-	-	(83)	(80)	(14)	(14)	(2)	-	(15)	37	-	-	45	45	7,197	5,529	4	4	7,132	5,521
Total revenue including accrued revenue	90,708	95,506	1,048	1,133	(14)	(14)	260	277	3,035	2,802	69	60	45	45	10,856	8,923	94	4	106,101	108,736
Less expenses including accrued expenses	(90,708)	(95,506)	(1,208)	(1,216)	-	-	(152)	(279)	(3,051)	(2,817)	(69)	(60)	-	-	(1,770)	(1,726)	(94)	-	(97,052)	(101,604)
Surplus/(deficit) for reporting period	-	-	(160)	(83)	(14)	(14)	108	(2)	(16)	(15)	-	-	45	45	9,086	7,197	-	4	9,049	7,132

^{#1} Includes the basic CGS grant amount, CGS - Medical Student Loading, Transition Fund loading, Allocated Places, Non-Designated Courses and CGS - Special Advances from Future Years.

^{#2} Includes the Higher Education Participation and Partnership Program, regional loading and enabling loading

^{#3} Higher Education Disability Support Program includes Additional Support for Students with Disabilities and Australian Disability Clearinghouse on Education & Training.

^{#4} Indigenous Student Success Program has replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017.

(b). Higher education loan programmes (excl OS-HELP)

	HECS-HELP (Aust. Government payments only)		FEE-HELP		SA-HELP		Total
	2024	2023	2024	2023	2024	2023	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Parent Entity (University) Only							
Cash Payable/(Receivable) at the beginning of the year	132	(31)	(221)	302	40	35	306
Financial assistance received in cash during the reporting period	54,354	53,313	6,572	6,596	1,689	1,702	61,611
Cash available for the period	54,486	53,282	6,351	6,898	1,729	1,737	61,917
Revenue earned	2(b) 55,138	53,150	6,348	7,119	1,678	1,697	61,966
Cash Payable/(Receivable) at the end of the year	(652)	132	3	(221)	51	40	(49)

35 Acquittal of Australian Government Financial Assistance (continued)

(c). Department of Education and Training Research

Parent Entity (University) Only	Research Training Program		Research Support Program		Total	
	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	11,561	9,700	7,279	6,382	18,840	16,082
Revenue for the period	2(c) 11,561	9,700	7,279	6,382	18,840	16,082
Surplus/(deficit) from the previous year	-	(1,206)	-	-	-	(1,206)
Total revenue including accrued revenue	11,561	8,494	7,279	6,382	18,840	14,876
Less expenses including accrued expenses	(11,561)	(8,494)	(7,279)	(6,382)	(18,840)	(14,876)
Surplus/(deficit) for reporting period	-	-	-	-	-	-

(d). Total Higher Education Provider Research Training Program expenditure ^{#5}

	Total domestic students		Total overseas students	
	\$'000	\$'000	\$'000	\$'000
Research Training Program Fees offsets		5,777		561
Research Training Program Stipends		3,721		542
Research Training Program Allowances		960		-
Total for all types of support ^{#6}		10,458		1,103

^{#5} Please refer to the Commonwealth Scholarship Guidelines (Research) 2017 for expenditure definitions for the Research Training Program

^{#6} The total for all types of support for domestic and overseas students is expected to match the Research Training Program expenses.

(e). Other Capital Funding

Parent Entity (University) Only	Other Capital Funding		Total	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	-	500	-	500
Net accrual adjustments	-	(379)	-	(379)
Revenue for the period	-	121	-	121
Total revenue including accrued revenue	-	121	-	121
Less expenses including accrued expenses	-	(121)	-	(121)
Surplus/(deficit) for reporting period	-	-	-	-

(f). Australian Research Council Grants

Parent Entity (University) Only	Discovery		Linkages		Total	
	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	1,263	1,208	943	286	2,206	1,494
Net accrual adjustments	196	-	(787)	-	(591)	-
Revenue for the period	2(d) 1,459	1,208	156	286	1,615	1,494
Surplus/(deficit) from the previous year	3,368	3,327	2,858	2,587	6,226	5,914
Total revenue including accrued revenue	4,827	4,535	3,014	2,873	7,841	7,408
Less expenses including accrued expenses	(602)	(1,167)	(151)	(15)	(753)	(1,182)
Surplus/(deficit) for reporting period	4,225	3,368	2,863	2,858	7,088	6,226

35 Acquittal of Australian Government Financial Assistance (continued)**(g). OS-HELP**

	2024	2023
Parent Entity (University) Only	\$'000	\$'000
Cash received during the reporting period	1,233	1,368
Cash spent during the reporting period	(661)	(719)
Net cash received	572	649
Cash surplus/(deficit) from the previous period	1,566	917
Cash surplus/(deficit) for the reporting period	19 2,138	1,566

(h). Student Services and Amenities Fee

	2024	2023
Parent Entity (University) Only	\$'000	\$'000
Unspent/(overspent) revenue from previous period	30	(393)
SA-HELP revenue earned	2(b) 1,678	1,697
Student Services and Amenities Fees direct from students	4 2,956	2,000
Total revenue expendable in period	4,664	3,304
Student services expenses during period	(4,664)	(3,274)
Unspent/(overspent) student services revenue	-	30

36 US Department of Education financial responsibility supplemental schedule

For the year ended 31 December 2024, the US Department of Education require the financial information used to compute the 'composite score' be included in the higher education providers financial statement, which was previously lodged separately. The below information has been disclosed for the current year only, being 31 December 2024 as the required information for the comparative year has been separately submitted.

Location in Financial Statement & Related Notes	Note	Financial Element	2024 \$'000
	A	Primary Reserve Ratio: Expendable Net Assets	
Calculated (Exclude Note 12a restricted cash)		Net assets without donor restrictions	1,044,921
Statement of Financial Position		Net assets with donor restrictions	1,062,555
Note 32: Related Parties		Secured and Unsecured related party receivable	-
Note 32: Related Parties		Unsecured related party receivable	-
Note 17: PPE	D	Property, plant and equipment, net (includes Construction in progress)	974,633
Calculated (Exclude CIP)		Property, plant and equipment – pre-implementation	-
Note 17: PPE		Construction in progress	5,453
		Property, plant and equipment - post implementation with outstanding debt for original purchase	974,633
		Property, plant and equipment - post implementation without outstanding debt for original purchase	880,454
Note 17: PPE		Lease right-of-use asset, net	8,920
Note 17: PPE		Intangible assets	18,246
Note 18: Intangible assets		Total provisions	75,132
Note 21: Provisions		Post-employment and pension liabilities	-
Note 21: Provisions		Long-term debt - for long term purposes	94,179
Note 20: Borrowings		Lease right-of-use asset liability	9,235
Note 20: Borrowings		Net assets with donor restrictions: restricted in perpetuity	1,062,555
Statement of Financial Position		Primary Reserve: Expenses and Losses	
		Total expenses without donor restrictions - taken directly from Statement of Activities	546,735
Income Statement		Non-Operating and Net Investment (loss)	46,727
Statement of Comprehensive Income		Equity Ratio: Modified Net Assets	
	A	Net assets without donor restrictions	1,044,921
Calculated (Excluded Note 12a restricted cash)		Net assets with donor restrictions	1,062,555
Statement of Financial Position		Intangible assets	18,246
Note 18: Intangible Assets		Equity Ratio: Modified Assets	
		Total assets	1,616,498
		Intangible assets	18,246
		Net Income Ratio	-
Statement of Financial Position	A-B	Change in Net Assets Without Donor Restrictions	86,938
Income statement less (Net assets released from restrictions)		Total Revenue and Gains	583,437

Notes to US Department of Education financial responsibility supplementary schedule**A - Net assets without donor restrictions 2024**

Statement of Financial Position	2024 Net Assets	1,062,555
Note 12a restricted cash	less: Donor Restrictions	(17,634)
Calculated (Exclude Note 12a restricted cash)	Net assets without donor restrictions 2024	1,044,921

B - Net assets without donor restrictions 2023

Statement of Financial Position	2023 Net Assets	979,382
Note 12a restricted cash	less: Donor Restrictions	(21,399)
Calculated (Exclude Note 12a restricted cash)	Net assets without donor restrictions 2023	957,983

C - Non-Operating and Net Investment (loss)

Statement of Comprehensive Income	Gains on revaluation of land, buildings, infrastructure and service concession assets, net of tax	46,576
Statement of Comprehensive Income	Gain on equity instruments designated at fair value through OCI	151
Statement of Comprehensive Income	Non-Operating and Net Investment (gain)	46,727

D - Property, plant and equipment – post-implementation

Note 17: PPE	Property, plant and equipment, net (includes Construction in progress)	974,633
Note 17: PPE	Less: Construction in progress	(5,453)
Calculated (Exclude CIP)	Property, plant and equipment – post-implementation	969,180
Note 17: PPE	Property, plant and equipment, net (includes Construction in progress)	974,633
Note 20: Borrowings	Less: Long-term debt - for long term purposes	(94,179)
	Property, plant and equipment - post implementation without outstanding debt for original purchase	880,454

End of Audited Financial statements

Key Performance Indicators

Murdoch University's purpose is "the advancement of learning and knowledge, and the provision of university education". Our Purpose and Vision is put into action through Strategy 2023–2030: Building a Brighter Future, Together: *Ngala Kwop Biddi*.

The Strategy is built on three Strategic Themes – Sustainability; Equity Diversity and Inclusion (EDI); and First Nations – that articulate our values and principles and drive expression of our Core Activities of Education, Research, and Engagement. Achievement of these strategic objectives is supported by three strategic Enablers, which underpin our ability to achieve our Vision – Empower and develop our people; Improve our systems and processes; and Develop and enhance our facilities.

In *Ngala Kwop Biddi*, we acknowledged that finding metrics to measure progress against the individual strategic objectives is challenging. Measuring our success is an important driver of behaviour at both the institutional and individual level. Therefore, the University will measure its performance against the broad outcomes to be achieved through the objectives for the strategic themes (Sustainability, EDI, First Nations) and core activities (Education, Research and Engagement).

Key Performance Indicators (KPIs) approved by the Murdoch University Senate provide a measure of overall progress against the Strategic Themes and Core Activities of the Strategy 2023–2030. They each measure either the effectiveness of the University's efforts in reaching strategic goals by achieving a given result, or the efficiency of the University's efforts by comparing one result to another in a ratio.

Throughout the Strategy there are some aspirational targets defined. Based on these targets and benchmarking across the sector, Senate endorsed management defined targets that will allow the University to measure its performance and provide appropriate direction for future actions. These annual targets have been adjusted by Senate to reflect significant changes in the external environment, progress made towards targets, and to help continue momentum towards achieving, and even going beyond, the goals of *Ngala Kwop Biddi*.

Year	2022	2023	2024 Target	2024	2030 Target
Undergraduate Overall Satisfaction	75.1%	77.4%	77.1%	76.9%	83.0%
Postgraduate Overall Satisfaction	73.5%	79.8%	75.9%	78.0%	83.0%
Response Rate	37.0%	46.1%		47.5%	

Satisfaction with overall experience

Murdoch University provides a supportive and flexible educational environment that seeks to produce graduates who are adaptable and have fresh perspectives and a social conscience. The interaction between courses, pedagogy and curriculum that underpin students' education and the learning support and institutional culture embodied in the strategic themes is critical to students' overall experience at Murdoch.

We aim to deliver education "with a high quality and engaging student experience" (Education Objective) and to "build a welcoming, diverse and inclusive community and environment that is equitable and safe" (EDI Objective). Undergraduate Student Satisfaction is a measure of student perceptions of their engagement with the University. It is a student-centric measurement that links directly to current student experience that provides evidence of success in meeting these key components of our strategic objectives.

The University participates in the annual national Student Experience Survey (SES). The SES is a national survey run by the Quality Indicators in Learning and Teaching (QILT) team from the Social Research Centre (SRC). Current students are offered this survey after completing at least one study period with their institution, with data collected in August each year. This includes perspectives from domestic and international students across undergraduate and postgraduate coursework degrees.

An aspirational target of 83% has been set for 2030 for both undergraduate and postgraduate students.

Student satisfaction remains broadly steady from 2023, following strong improvements in 2023 after the disruptions of Covid across 2020–2022. The teaching and study facilities of the Boola Katitjin academic building encourage student engagement and enhances satisfaction with their experience on campus. Unforeseen changes to government policy affecting international postgraduate students – in particular limiting post-graduate working rights for older students – had a negative impact on their overall experience of their program.

Proportion of Domestic Students that identify themselves as of Aboriginal and Torres Strait Islander heritage

Building the proportion of all First Nations students in the domestic student population reflects the objective of "becoming the University of choice for First Nations peoples" (First Nations Objective) both in terms of attraction and success.

The proportion of First Nations students is measured as those domestic students that self-identify as being of Aboriginal or Torres Strait Islander heritage, as a proportion of all domestic students. Domestic students are those having domestic citizenship, with reportable load and not enrolled on a cross-institutional basis, extracted from a snapshot of the report year's student data taken no earlier than 31 January of the following year.

The Strategic Plan target is for the proportion of First Nations students in our domestic student population to match their representation in Western Australia's population by 2030. In the 2021 census, First Nations people represented 3.3% of population.

Through the support offered to prospective and enrolled students by the Kulbardi Aboriginal Centre, Murdoch has been successful in attracting First Nations students. Programs such as *Deadly Dreaming*, which offers engagement and outreach activities for more than 500 high school students, and the successful K-Track Enabling Program have strengthened engagement with community and provided opportunities for First Nations students to pursue university study.

2022	2.0%
2023	2.4%
2024 Target	2.6%
2024	2.5%
2030 Target	3.3%

Normal Retention Rate for Domestic Commencing Bachelor Students

Our Education Objective seeks to "deliver contemporary, accessible and inclusive education, producing graduates who are adaptable and have fresh perspectives and a social conscience". To graduate students from a variety of backgrounds, Murdoch must provide a quality learning experience that retains students over time to allow them to complete their course of study. Improving student retention also indicates that the educational experience is meeting the educational needs of our students (contemporary, accessible, inclusive).

We focus on the retention rate of domestic students who have recently commenced studying towards a bachelor's degree. For many in this cohort, particularly school leavers, their undergraduate enrolment represents their first exposure to tertiary-level study, and we want to make the transition as smooth as possible. Supporting students through their first year of undergraduate study lays a solid foundation for success throughout their course, leading to eventual graduation.

Retention measures what proportion of a cohort is still present in a subsequent time period. The normal retention rate includes only those students continuing at Murdoch, allowing for a timely calculation of retention that is better aligned to strategic action.

The base for the Normal Retention rate for 2023 is those students who commenced a bachelor-level course and undertook reportable load in 2023. Students who were still enrolled at Murdoch at census in 2024, not necessarily in the same course, are classified as 'retained'. A small proportion of students will no longer be enrolled as they have graduated, classified as 'completed', and the remaining students are classified as "not retained". The normal retention rate for 2023 is then calculated as the number of students 'retained' into 2024 as a proportion of the combined number of students either 'retained' or 'not retained' into 2024.

In line with the objectives of *Ngala Kwop Biddi*, an aspirational target was set for 2030 of 83.0%; annual targets reflect continued momentum with growth of around two percentage points each year.

Strategies to improve our retention rate include early identification of students at risk of attrition combined with effective, compassionate, and supportive options that leave dropping out as the avenue of last resort. Students are enhancing their engagement with their peers and internal surveys indicate they are increasingly satisfied with their teaching quality and engagement with teaching staff. These factors, together with our focus on at risk students have enabled Murdoch to exceed our 2023 target and make a significant gain towards achieving future targets for retention.

2021	70.8%
2022	70.4%
2023 Target	72.0%
2023	74.5%
2030 Target	83.0%

Total Domestic Undergraduate Load (EFTSL)

Domestic student load is a core driver of the size and shape of the University as well as providing evidence of the attractiveness of our curriculum offerings and the way in which they are delivered through our ability to attract and retain a broad student base.

Increasing domestic student load meets the Education Objective of delivering in-demand courses but also reflects on our ability to meet the University's purpose of "the provision of university education" to strengthen the Western Australian economy.

This measure captures the total reportable Equivalent Full Time Student Load (EFTSL) of all domestic undergraduate enrolments, extracted from a snapshot of data taken no earlier than 31 January of the previous year's student data.

The Strategy 2023–2030 anticipates growth in domestic student load, both undergraduate and postgraduate. Domestic undergraduate student load projections to 2030 that have been prepared as part of the budget forecast and provide annual targets for domestic undergraduate load that are built on a compound annual growth rate of 5% in student intake from the existing student base.

Declining ATAR attainment and associated national decline in domestic student enrolments and current low unemployment rates have limited the potential pool of new students, reducing intakes over recent years and continuing to put downward pressure on total load. Despite these headwinds, Murdoch saw growth in undergraduate commencements in 2024. Although lower than projected, increased student retention saw total load fall just short of target.

2022	7,133
2023	6,358
2024 Target	6,123
2024	6,044
2030 Target	7,156

Total Onshore International Student Load (EFTSL)

Murdoch seeks to develop and strengthen its global engagement to ensure the University derives the maximum benefit from our international engagement, both teaching and research, for our domestic students and our research outcomes. This aligns with our Engagement Objective to build engagement with our global society, creating mutually beneficial partnerships at all levels.

Attracting international students onshore at all levels (undergraduate, postgraduate coursework, and higher degree research) provides a measure of the success of our engagement strategies and the strength of our reputation internationally.

Total Onshore International Student Load is defined as the total reportable Equivalent Full Time Student Load (EFTSL) of all international students studying at any of Murdoch's onshore campuses, extracted from a snapshot of data taken no earlier than 31 January of the previous year's student data.

By 2030 it is anticipated that the University will have strong growth in international students coming to our WA campuses from a wide range of countries. During 2024, the Commonwealth Government introduced measures aimed at reducing international student numbers in Australia. These included changes to Visa processing priorities, doubling of Visa application fees, and changes to post-study work rights for graduates. The adverse effects of these measures were factored into revised budget forecasts and targets for this KPI as approved by Senate. Reflecting this new reality, the 2030 target has been adjusted from 11,977 (reported in the previous 2023 Annual Report) to 7,699.

Murdoch saw strong growth in the international student market in 2023, reflecting national trends as students return to onshore study post-Covid as well as strong recruiting programs across diverse international markets. This resulted in strong *commencing* load that was retained into 2024 and resulted in load above target for this year.

2022	1,681
2023	4,927
2024 Target	6,653
2024	7,430
2030 Target	7,699

Number of research publications in Scival with Murdoch address¹

One of Murdoch University's key objectives is to increase the volume of research across our disciplines. Publishing our research helps to expand and strengthen the University's research outcomes and reputation. In focusing on research output, Murdoch aims to broaden the research base and ensure all academic staff have the opportunity to research.

The number of research publications in Scival measures our progress against our key research objective and the growing depth of our research. This is measured by the number of Conference Proceedings, Reviews and Articles recorded in Scival by authors with a Murdoch University address. This is a lagging indicator as publications in a given year can be added to the Scival citation index through the following years. To provide a timely assessment of progress, a measurement date of 1 December in the year after the reporting year has been set and approved by Senate.

Annual targets have been set based on continuing growth of 6% year-on-year. In doing so, it is acknowledged that research outputs cannot grow at a fixed rate indefinitely but that any changes in Murdoch's staff profile, as well as ambitions for an increase in the breadth of staff regularly publishing, will impact overall publication volumes. Murdoch will review these targets throughout the life of the Strategy 2023–2030 in the context of workforce development.

Murdoch University's SciVal publication output declined in 2023, compared with 2022, reflecting the typical countercyclical trend where publications peak as funded research projects conclude. The drop in 2023 output was due to the completion and dissemination of projects funded in previous years, while newly funded projects were still in the early stages of research. With research income stable in 2023 and increasing in 2024, new projects are being initiated, which is expected to drive higher publication output in future years.

2023 Target	1,570
2023	1,380
2030 Target	2,360

Consolidated Operating Margin (%)

Critical to the effective management of the University's operations to maintain its educational and research excellence is a framework that delivers financial sustainability.

The *Murdoch University Act* defines our purpose as "the advancement of learning and knowledge, and the provision of university education". *Ngala Kwop Biddi* sets out three Enablers that underpin the University's ability to achieve the six Strategic Outcomes. They are Empower and Develop our People; Improve our Systems and Processes; and Develop and Enhance our Facilities.

These Enablers shape the financial framework within which the Operating Margin demonstrates the financial capacity to support the University's capital and strategic investment requirements. The Operating Margin provides an efficiency measure, indicating the level of resourcing able to be retained while delivering the strategic and statutory directions of the University.

The Operating Margin is calculated as the consolidated surplus or deficit as a percentage of total consolidated revenue. The annual target is set through the budget process. Over the medium to long term, the Strategy 2023–2030 seeks to generate an annual surplus of 5% that will be invested in the physical and digital infrastructure of the University.

Improved retention of international and domestic students and reduced student and teaching expenditure as a result of lower intake of international students enabled Murdoch to exceed its targeted surplus.

2022	-10.2%
2023	1.3%
2024 Target	4.6%
2024	6.2%

¹ This is a new indicator in 2024. Because publications can be added or removed in the years following the publication year, totals remain subject to change.

Other Disclosures

People and Values at Murdoch University

Fixed Term Contract Conversions

Murdoch University continues to ensure it is appropriately placed in advance of the legislative changes regarding fixed term employment. While initially slated as coming into effect in the Higher Education sector on 1 January 2025, these legislative changes have been postponed and are now due to take effect on 1 November 2025.

In preparation for these changes, and consistent with our strategy Ngala Kwop Biddi: Building a Brighter Future, Together to “favour continuing employment over casual or fixed-term employment”, the People and Culture Office is continuing to work with leaders to ensure that, when fixed term contracts are approaching their expiry date, and further employment is intended to be offered, that employment is offered on a continuous basis where appropriate. These processes also ensure that the correct steps are followed where there will be no offer of further employment.

Employment Legislation Changes

A new definition of casual employment was introduced into legislation, with effect from 26 August 2024. The effect of the change is to broaden what constitutes casual employment to include a consideration of whether there is a firm advance commitment to ongoing work.

The changes also introduce an Employee Choice Pathway for casual conversion. Under this new process, it is open to employees to request to transition to permanent employment subject to certain conditions being met. This is a departure from the previous process, where it was incumbent on the employer to initiate the conversion.

In preparation for these changes, the People and Culture Office:

- Revised the University's recruitment practices.
- Revised the University's engagement approach to casual Academic employees.
- Introduced new rostering and scheduling technology to assist with ongoing management of casual employees.

Workday

Following the successful implementation of our new Human Capital Management (HCM) system Workday, the University continued to develop increased functionality to empower its employees and improve user experience.

In 2024, we successfully rolled out new time tracking functionality and scheduling tools specifically designed for timesheet employees. These improvements not only enhance user experience but also enable more effective legislative compliance and streamline payroll processing. This is a significant step forward in ensuring that our systems work seamlessly for all employees.

Moreover, the University made noteworthy enhancements to our recruitment functionality. These changes aim to streamline processes and improve the overall experience for both leaders and employees. We understand how crucial efficient recruitment processes are, and these improvements are designed to make them as smooth and effective as possible.

In addition, we also introduced improved leadership reporting dashboards and task delegation functionality. These new tools are designed to support leaders in their roles by providing them with more robust reporting capabilities and the ability to delegate tasks more efficiently. We believe these enhancements will significantly aid in better decision-making and overall leadership effectiveness.

Remediation

The Payroll Remediation Program continued its formal review of pay entitlements. Since commencing that review, the University has centralised and improved several employee procedures and systems, and in the second half of 2024 implemented a new time tracking system that provides an improved way of paying our employees to ensure pay compliance and improved user experience.

The program initiated a number of investigations, which included:

- Casual academic payments, including but not limited to the application of PHD and Unit Coordination rates.
- Casual ITAS payments
- Minimum engagement hours for casual professional employees.
- Use of repeat lectures and tutorials
- Commenced a shift worker review

In 2025 the program will finalise any remaining items for review.

Engagement Survey

In October 2024, the University conducted a comprehensive Employee Engagement Survey, achieving an overall participation rate of 46%, with a notably higher rate of 71% among fixed-term and continuous employees.

The survey results revealed positive outcomes in employee commitment and motivation, as well as their likelihood to recommend Murdoch University as an excellent workplace, with an overall engagement score of 66% favourable. Additionally, the overall experience of working at Murdoch University received a favourable rating of 78%, an improvement from the 68.9% achieved in 2023. These results suggests that the University is making meaningful progress in fostering a supportive and engaging work environment.

The survey also provided valuable insights into the experiences and challenges faced by under-represented groups, highlighting opportunities for enhancing inclusion within our diverse workforce.

Alongside current initiatives aimed at improving the employee experience, we will develop and implement action plans both locally and across the University. These plans will focus on celebrating achievements, maintaining best practices, and addressing areas requiring improvement.

This marked the first in a series of future surveys conducted in partnership with an external provider, ensuring confidentiality and consistency in capturing workforce insights. These surveys are central to our commitment to understanding and enhancing the experiences of our employees.

Health Safety and Wellbeing

As per Murdoch University's five-year Health Safety and Wellbeing (HSW) strategy, 2024 saw the focus move from compliance to embedding the foundations of strong HSW systems and processes. The strategic objective is to build an inclusive, safe, healthy and caring environment where all our community can reach their full potential. Key pieces of work included the implementation of new risk management procedures and processes including forms and documentation, workplace inspections and supporting hazard reporting. The top HSW risks have been identified with work underway to ensure appropriate controls are in place to reduce these risks.

Health and Safety Committees are the foundation of consultation and communication active members and committees now meeting regularly.

Training has been key to embedding HSW changes and many training programs have been totally re-written including student safety induction, risk management, chemical management, radiation management, laboratory management and biosafety training.

There are extensive high-quality resources available to University employees and students on wellbeing. Onsite this includes a chiropractic clinic, several psychology services, medical centre, and gym. Most of these services are provided at minimal cost to employees and students. An Employee assistance tender was completed in 2024. In 2023 the utilisation rate was 9%. During 2023 the Lost Time Injury Frequency Rate was 3.89. There have been no improvement notices for Murdoch University and seven notifiable incidents.

Headcount	Continuous and Fixed Term	Casual
Academic	738	936
Professional	1,090	778
Total	1,828	1,714

Governance Disclosures

Significant Factors Affecting the University

Economic Fundamentals and Competition

Economic conditions in Western Australia through 2025 are expected to remain strong, with the domestic economy expected to grow by around 3.5% in 2024–2025. Consistent with economic factors in 2024, this growth is expected to be driven by strong business investment, resilient household consumption, and robust population and employment growth.

Slowing in overall population growth and stabilisation of employment growth will generate an expected rise in unemployment from 3.7% in 2023–24 to 4.0% in 2024–25. This relatively low rate of unemployment puts pressure on student demand for university study, both for a significant proportion of school leavers to whom both TAFE and industry are more appealing than university, as well as mature age students for whom the economic trade-off of study versus employment favours the latter.

Australian Universities Accord

The legislative and financial framework for the implementation of the recommendations of the Australian Universities Accord commenced in 2024 and will continue throughout 2025.

The Universities Accord (Student Support and Other Measures) Bill 2024 was passed that puts into effect changes to funding of university preparatory courses (FEE-FREE Uni Ready courses); payments to teaching, nursing, midwifery and social work students for practical placements; and restructuring the indexation of HELP debt.

Through the 2024–2025 Mid-Year Economic and Fiscal Outlook, \$2.5 billion over the next decade was budgeted to respond to key recommendations from the Australian Universities Accord. Key components funded for 2025 include establishing the Australian Tertiary Education Commission (ATEC), transitioning to a new Managed Growth Funding System for Commonwealth Supported Places, implementing Needs Based Funding for equity students, and creation of an outreach and engagement fund to strengthen university aspirations.

International Students and Immigration

The Commonwealth Government's budget forecasts project a significant reduction in Net Overseas Migration, with fewer international students a major component of the reduction.

The Minister for Home Affairs implemented Ministerial Direction 111 that puts in place a revised approach to student visa prioritisation. All universities will have prioritised visa processing up to 80% of their indicative Student "cap", the New Overseas Student Commencements (NOSC) allocation. Together with a significant increase in Visa application fees and changes to post-study work rights for graduates, this Direction is expected to restrict growth in the international student sector.

Impact of legislation

The *Fair Work Legislation Amendment (Closing Loopholes No.2) Act 2024* (Cwlth) makes significant amendments to the Fair Work Act 2009 (Cwlth) and notably changes to the definition of casual employee; changes the right to convert to permanent employment; increases maximum penalties for underpayments and introduces new statutory right for employees to disconnect outside of work hours.

The Privacy and Responsible Information Sharing Act 2024 (WA) provides a framework to protect the privacy of personal information handled by public entities, provides a framework to authorise the responsible sharing of information held by public entities and amends the Freedom of Information Act 1992 (WA).

The *Retirement Villages Amendment Act 2024* (WA) provides for changes to disclosure requirements, payment of exit entitlements, refurbishment and renovation, maintenance and capital works plans and village modifications and wind-downs.

Insurance of Officers

During the financial year, the Group has paid premiums in respect of a contract insuring Directors, Company Secretary and other Officers against liabilities incurred in their capacity as Director or Officer, as the case may be, of the consolidated entity. The contract prohibits disclosure of the nature of the liabilities and the amount of the premium.

Complaints handling

The University is committed to ensuring that all complaints are handled effectively and efficiently in a process that is supported by our *Complaints Management Policy* and is accessible, impartial, confidential, equitable and sensitive. Complaints are managed with respect for all parties involved and procedural fairness.

Processes are in place such that members of staff, students or the public can lodge a complaint with the University. Further information is available on the University's website: <https://www.murdoch.edu.au/explore/leadership-governance/complaints>

The feedback provided through the complaints process informs University's continuous improvement.

In late 2024 the University commenced a review of its complaints and grievances management processes with a view to streamline and improve these. This review will continue through 2025.

Freedom of information

Murdoch University received four valid applications under Freedom of Information legislation, with all finalised in 2024. The one application still current in 2023 was also finalised in 2024.

In addition, the University received 13 requests for information that could be provided outside of the Freedom of Information process.

Records Management

The University has an approved Recordkeeping Plan and Sector Disposal Authority in compliance with the *State Records Act 2000*. The Recordkeeping Plan is reviewed every five years.

Following review, an amended Recordkeeping Plan was submitted to the State Records Commission in 2024. This amended plan was approved in November 2024. The actions outlined in this plan will be addressed over the coming years with the next review in 2029.

The University conducts a compulsory online recordkeeping awareness training course for staff. The training addresses responsibilities under the State Records Act 2020 including the creation, capture, access, management, and disposal of records. This has been in place for some years and generally staff are required to complete the course on appointment and to complete it again every two years to maintain currency of knowledge. The course was revised in November 2024 to update the outlining of the data classification; disposal and retention requirements; to enhance the course in relation to student records; and to introduce the *Privacy and Responsible Information Sharing Act 2024* (PRIS) which the State Parliament passed in December 2024. Staff were required to complete this new version regardless of the amount of time since their last completion.

The University continues to progress the implementation of the State Government's Privacy and Responsible Sharing of Information legislation.

Media and Advertising 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 during the financial year in relation to advertising agencies, direct mail organisations, media advertising organisations and market research organisations.

The total expenditure incurred by the University during the 2024 financial year in that respect is \$3,916,610.21 and is outlined below:

Advertising Agencies	\$376,165.83
VML Australia Pty Ltd*	
&Partners Agency Pty Ltd	
Merkle ANZ Pty Ltd	
Jack in The Box Corporation Pty Ltd	
Media Advertising	\$3,399,944.38
Dentsu X Australia	
Equilibrium Interactive	
Meltwater News Australia Pty Ltd	
Rising Phoenix Avi Pty Ltd	
Stunique Pty Ltd T/A Clip Media	
Calyco Productions	
Market Research	\$140,500.00
Kantar Public Australia	



Perth campus
90 South Street,
Murdoch WA 6150

Rockingham campus
Dixon Road,
Rockingham WA 6168

Mandurah campus
Education Drive,
Mandurah WA 6210

Murdoch Dubai
Level 1, Block 18
Dubai Knowledge Park
P.O. Box 500700
Dubai, United Arab
Emirates

Murdoch Singapore
333 North Bridge Road
#06-11 Odeon 333
Singapore 188721

murdoch.edu.au

