



Murdoch
UNIVERSITY

2014 Annual Report

Murdoch University is committed to conducting its education, research and corporate activities in a sustainable manner. In keeping with this commitment the University has adapted its reporting practices to produce limited hardcopies of the annual report, encouraging stakeholders, customers, partners, students, employees and donors to access the report online.

Murdoch University

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Western Australia 6150
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Disclaimer

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Statement of Compliance

Hon. Peter Charles Collier MLC BA Dip. Ed.
Minister for Education; Aboriginal Affairs; Electoral Affairs
10th Floor, Dumas House
2 Havelock Street
WEST PERTH WA 6005

9 March 2015

Dear Minister,

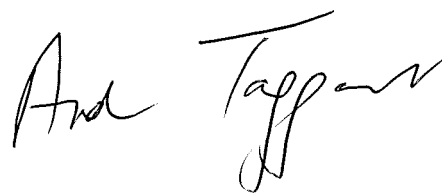
In accordance with Section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the Annual Report of Murdoch University for the financial year ended 31 December 2014.

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

Yours sincerely



D N Flanagan
Chancellor



A C Taggart
Acting Vice Chancellor

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Introduction



Introduction

Five year summary - key statistics

		2014	2013	2012	2011	2010
STUDENT STATISTICS*	Total	24,142	24,108	22,602	19,733	18,103
Number of students	Commencing	8,819	9,177	9,220	8,227	6,983
Student load (EFTSL)*	Total	16,400	16,605	15,744	13,611	12,671
	Undergraduate	14,310	14,421	13,475	11,592	10,750
	Postgraduate	2,090	2,183	2,269	2,019	1,920
Student load by funding source (EFTSL)*	Commonwealth Grant Scheme	8,248	8,305	8,231	7,933	7,741
	Research Training Scheme	367	377	376	381	378
	Domestic fee paying					
	– Undergraduate	0	0	1	0	11
	– Postgraduate	603	659	684	642	590
	International onshore	1,647	1,672	1,577	1,584	1,634
	Transnational	5,505	5,541	4,808	2,980	2,197
	Other	31	50	66	91	120
OUA student load (EFTSL)	Total	1,034	1,576	2,266	1,352	1,013
	Murdoch reported*	215	158	99	10	0
	OUA reported	818	1,418	2,167	1,342	1,013
STAFF STATISTICS ^	Total	1,686	1,709	1,612	1,556	1,561
Staff (FTE)	Academic					
	Teaching only or mainly	207	193	190	164	180
	Research only	63	55	54	58	63
	Teaching and research	402	452	428	422	428
	Other	31	30	26	26	20
	Non academic	984	981	913	886	870
FINANCIAL STATISTICS (Consolidated)						
Net operating result (\$000's)		2,904	35,949	32,995	3,017	25,948
Operating margin (%)		0.9	10.2	10.1	1.0	8.5
Net assets (\$000's)		822,809	821,504	777,644	678,330	675,313
Total assets (\$000's)		1,116,682	1,098,619	1,022,588	912,615	896,456
Total revenue (\$000's)		339,382	353,297	298,364	308,861	306,400
Total research income (\$000's)		26,685	27,905	30,184	31,757	38,689

*Data based on Murdoch University's reportable student load only. Values are subject to student revisions and final quarter submission updates.

^Staff statistics do not include staff employed by transnational partners. The values determined on the 31st December.



Introduction Chancellor's foreword

This year we saw more than 3000 students across Murdoch's local and international campuses graduate - a testament to the University's commitment to supporting students from all walks of life with access to a quality tertiary education.

My commitment to Murdoch as Chair of the University's governing body is to ensure the organisation works towards its approved goals in line with the 2012-2017 Strategic Plan; driving the vision of the organisation and ensuring appropriate governance.

As an organisation, Murdoch remains steadfast in its commitment to excellence in research, learning, teaching and engagement - producing graduates of a high calibre that are equipped to excel in their chosen career paths.

This year we saw more than 3000 students across Murdoch's local and international campuses graduate - a testament to the University's commitment to supporting students from all walks of life with access to a quality tertiary education.

Murdoch made significant gains in the research space this year, securing significant funding for a number of ongoing projects, while ground-breaking research continued across a range of disciplines that address the unique challenges of our time.

A significant focus for the University is the development of the Murdoch Activity Centre. This project will ultimately benefit the surrounding community by creating a hub of academic and research activity bringing with it investment and business opportunities for the Murdoch campus and the adjacent Fiona Stanley Hospital precinct. The University is working with the State Government on amendments that may be required to the Murdoch University Act to allow for this development.

Murdoch also built on its proud tradition of making a positive contribution to the community through a number of local engagement activities, in addition to international initiatives of significant importance.

High profile events like the Second Murdoch Commission, which was launched in late 2014, brings together world-renowned academic, economics, policy and government experts to discuss real solutions to issues facing the region. It is a demonstration of Murdoch's commitment to excellence in research and internationalisation, and one that I am proud to be involved with.

Unfortunately some of these achievements have been overshadowed by the ongoing investigation into alleged misconduct by some senior staff.

It needs to be acknowledged that this unfortunate but necessary series of events has caused great uncertainty for the institution. However, I am confident that as the University's investigation draws to a close it will result in stronger and better corporate governance for Murdoch going forward.

On behalf of the entire Senate we would like to acknowledge the achievements of the University, and recognise those staff who have remained committed to realising Murdoch's vision and the opportunities for continued growth in its core priority areas in 2015.

With a defining year behind us I look forward to the year ahead and continuing my role as Chair of Murdoch's governing body, celebrating the successes and achievements of this great institution as it enters its 40th year.

David Flanagan
Chancellor



Introduction

Acting Vice Chancellor's report

Three years ago, Murdoch agreed to a new vision for the University and set forward on a course to achieve this. The last few months of 2014 demonstrated the University's resilience in challenging and uncertain times, and with these challenges come significant opportunities. In line with our Strategic Plan 2012-2017, Murdoch remains committed to realising our vision and the course we have taken towards internationalisation, research and learning and teaching excellence.

Year in review

2014 has been a year of immense change for Murdoch. We faced a number of challenges that tested all areas of the University yet remained focused on realising our vision. This would not have been possible without the dedication and commitment of our academic and professional staff who despite the challenges faced, have continued to support the University.

In October, Professor Richard Higgott resigned from his role as Vice Chancellor of Murdoch under challenging circumstances. Navigating uncertain times would not be possible without strong support and I would like express my gratitude to Chancellor David Flanagan, members of the Senate and the Strategic Leadership Group for their commitment to supporting not only me in my role as Acting Vice Chancellor, but the entire Murdoch community during times of change.

Highlights and achievements

In late 2014 Murdoch was awarded five stars for graduate employment certainty in the Hobsons Good Universities Guide 2015, a testament to the work ready skills Murdoch degrees offer graduates. Equipping our students with work-ready skills to excel in their chosen professions is a key output for all that we do, with a positive student experience and graduate satisfaction paramount to our success as a university.

The University also furthered its work in the commercial space with work around the Eastern Precinct Masterplan continuing. Developing the Eastern Precinct site is perhaps one of Murdoch's most significant projects this year that will ultimately see one of Perth's most important urban centres established around the St John of God and Fiona Stanley Hospitals and the Murdoch University campus. A detailed Masterplan was created and put forward for public comment, providing information about the foundation development phases of the project in keeping with the University's goal to deliver a dense and lively urban space around the Murdoch campus.

In early 2014 the University also entered a partnership with The University of Notre Dame Australia to teach

the Basic and Clinical Sciences component of Notre Dame's Medical degree. More than 200 Notre Dame students now attend Murdoch for lectures, tutorials and laboratory classes, utilising the Veterinary Medicine facilities as a result of this partnership.

Murdoch had much to celebrate this year with a number of significant awards and achievements for staff both past and present. In late 2014, one of our most esteemed foundation professors, Emeritus Professor Geoffrey Bolton AO was written into history with a new road named after him at Elizabeth Quay. We also celebrated the appointment of WA Australian of the Year, Professor Lyn Beazley as Murdoch's ambassador for science and research activities in the new role of Sir Walter Murdoch Distinguished Professor of Science. Professor Beazley's appointment is perhaps one of the most important engagements made by the University in recent times.

Other University appointments in 2014 included Professor Sara de Freitas to the role of Pro Vice Chancellor Learning and Teaching, Professor Chris Hutchison as interim Director Research and Development, Darren McKee to the newly established role of Chief Operating Officer and Paula Barrow who will be joining Murdoch in early 2015 as the Director Marketing Communications and Development. All four appointments are significant and bring national and international expertise to the University.

Murdoch also continued significant work towards its engagement strategy in the Perth, Peel and Rockingham regions, announcing several government, industry and community partnerships in 2014. One such partnership is the McDonalds Community Cinemas that will operate at the South Street campus over summer, with all proceeds going to children's charities.

Learning & Teaching highlights

This year, the new Murdoch University Curriculum came into effect offering a revitalised undergraduate course structure and seven new bachelor degrees following a two year learning and teaching renewal project.

Work on the University's new five year Learning and Teaching strategy commenced in conjunction with a

mid-term review of the 2012-2017 Strategic Plan, using a University-wide dialogue to shape the direction of the strategy, and more importantly start a conversation around how the future of learning will look and feel. Provost, Professor Ann Capling and Pro Vice Chancellor Learning and Teaching, Professor Sara de Freitas will lead the strategy.

Professor Ann Capling and Professor Kevin Hewison, Director of the Asia Research Centre were elected Fellows of the Academy of Social Sciences in Australia (FASSA), a highly prestigious appointment that recognises leadership and outstanding achievement in their disciplines on a national level.

I am also pleased to announce that 150 students completed the OnTrack alternative entry pathway program this year, with all eligible to begin an undergraduate degree at Murdoch in 2015. This is a huge achievement for these students, many from disadvantaged backgrounds, who with the support of the Murdoch Aspirations and Pathways for University Project (MAP4U) can pursue a tertiary education.

Through the Reconciliation Action Plan (RAP), the University furthered its vision of supporting a united and harmonious nation with equal opportunity for all. The RAP was endorsed by Reconciliation Australia and acts as an important tool to ensure the wants and needs identified by Aboriginal communities are appropriately addressed.

Research highlights

Murdoch celebrated several significant funding achievements this year with Australia Research Council (ARC) funding for six projects.

This news follows on from our ever increasing success in the National Health and Medical Research Council (NHMRC) grants awarded to our growing number of researchers in these areas.

A key focus of the University's Research Strategy 2012-2017 also includes a commitment to increasing internationalisation, and 2014 saw a focus on building international excellence in key areas. This was facilitated by an International Relations team who brokered key partnerships with international stakeholders in the Indo-Pacific region in line with the University's vision.

The Second Murdoch Commission brings together a select group of global experts to examine the issues and solutions surrounding contemporary food security in the Asian region. The inaugural meeting of the Commission on October 21 marked the start of the 12-month program of works that culminates in a final evidence-based report and recommendations that will be released in late 2015.

In December, international specialists gathered at Murdoch for the Antimicrobial Resistance (AMR) Symposium that focused on the growing impact of AMR beyond human health and the problems surrounding resistance to drugs designed to treat bacterial, viral and parasitic infections. The response was overwhelming with more than 185 delegates in attendance.

Murdoch University, The University of Notre Dame Australia, Fiona Stanley Hospital and WA Health also announced a series of jointly funded Professorial appointments in Medicine in 2014. These high profile appointments demonstrate a commitment to delivering a world class health service for the Western Australian community and further the University's connection to the developing Eastern Precinct.

Challenges and Opportunities

In addition to the internal challenges the University faced, the higher education sector as a whole entered a period of uncertainty with the Federal Government's Higher Education Reform agenda under consideration. The reform agenda includes 20 per cent in cuts to funding for Commonwealth supported places offset by a full deregulation of student fees to enable universities to offset the reduction in income.

In response to this announcement, the University made a commitment to students from all backgrounds by announcing measures to protect those enrolling in undergraduate degrees in second semester 2014 from the uncertainty of increasing fees.

Over time universities will also face an inevitable decline in funding with the current Higher Education Grants Index (HEGI) replaced with CPI from 1 January 2016, and effects of the half-cohort coming into effect in Western Australia. Research will be impacted as programs face

cuts and funding continues to become more targeted, with medical, commercially-focused and impact-driven research receiving increased investment.

These changes are yet to pass the Senate and it is clear that these reforms will undergo significant negotiation, however the University must be prepared to adapt to any scenario at any given time. I am confident in Murdoch's ability to remain focused at a time where ongoing change is inevitable, maintaining our focus as a place of research, learning and teaching excellence.

The University also undertook an extensive review of its operations in 2014 that paved the way for a new strategic direction for the Rockingham Campus. The review provided Murdoch with an opportunity to build on its existing research capability in the area and strengthen the delivery of pathway programs at the campus, with all undergraduate Education programs relocating to the South Street Campus from semester one 2015. This was a disappointing outcome for our long term partners, the City of Rockingham, however, we remain committed to the campus and its growth.

As this year has taught us, if we are to realise our aspirations then innovation, stronger international engagement and income generation are fundamental platforms to realising the Murdoch vision. My belief and commitment to a stronger Murdoch continues to grow even with the onset of new national higher education challenges, and I look forward to the year ahead.



Professor Andrew Taggart

Acting Vice Chancellor

Murdoch University
Key Priorities 2014–2017



Overview



About us

Murdoch University was formally established in 1973 by an Act of the Western Australian Parliament to meet the growing needs of the community.

Named after prominent Australian author and philosopher Sir Walter Murdoch, and officially opened on the 100th anniversary of his birth, the University was the first in the nation to offer a new, flexible admission system. This made tertiary education more accessible to the community, a tradition that Murdoch University has upheld to this day.

Murdoch's vision and values

With more than 24,000 students and approximately 2000 staff from 90 countries, Murdoch is by world standards a comparatively small university, yet is well placed to meet its vision as a leading international research-led university pursuing excellence in select fields of expertise.

In 2014, the University continued its focus towards internationalisation via three core priorities including research, learning and teaching and engagement as outlined in the Murdoch Strategic Plan 2012-2017.

The Strategic Plan guides the University's activities and ensures Murdoch is working towards its vision of providing an excellent learning and teaching experience for all students.

At the core of this strategic plan are Murdoch's values, which underpin the University's high performing culture. They are:

- Scholarly Integrity
- Equity and Social Justice
- Sustainability
- Global Responsibility
- Innovation and Entrepreneurship

The need for a conceptually coherent and innovative operational plan is of paramount importance for success in the years ahead. The University's Schools and Directorates will all undertake this operational planning process in 2015.

Murdoch University Strategic Plan 2012-2017

Underpinning the University's strategic plan, are three strategic goals that guide Murdoch's vision in research, learning and teaching and engagement.

Leading edge, blue sky and translational research

Murdoch University is increasing its emphasis on research and aims to enhance its reputation for high quality international research that engages with current, significant social and scientific challenges.

In 2014, the University continued to build on its established and emerging research strengths in line with the Research Strategy 2012-2017 across priority themes within the context of securing the future including:

- Primary food production
- Climate variation and adaptation, environmental and natural resources
- Animal and human health and welfare
- Politics, governance and social sciences.

These trends are inextricably linked to inter-disciplinary activities with explicit connections to education, culture, communication, governance and public policy.

High quality Learning and Teaching

Work commenced on the University's five year Learning and Teaching Strategy that will guide Murdoch's learning and teaching activities into the future. By 2017, the University will provide a rich and diverse academic learning experience with a curriculum integrally linked to quality research and up-to-date pedagogy, equipping students with life-long learning skills and the capacities to successfully engage in a global world.

In line with this goal, 2014 saw the new Murdoch University Curriculum come into effect offering a revitalised undergraduate course structure. The Sir Walter Murdoch School of Public Policy and International Affairs also concluded its second year of operations and continued to expand on its professional postgraduate coursework programs.

Strong societal engagement

The University continues to engage with various communities at a local, national and international level to cultivate knowledge partnerships and collaborations, participate in mutual endeavours and contribute to discussion and debate on food security, sustainability, health futures and cultural enrichment through the arts, humanities and social sciences in line with the strategic plan.

Sponsorships, events and high level engagement with donors and supporters continued in addition to the University's ongoing focus on internal engagement with a number of employee initiatives benefitting both academic and professional staff.

Operational structure

As outlined in the *Murdoch University Act 1973*, the University is governed by the Senate. The Senate approves the strategic plan of the institution, oversees its policies and procedures, guides the programs and activities undertaken, and is ultimately responsible for all University affairs.

To assist in the effective governance of the University, the Senate has established six committees and one sub-committee:

- Audit and Risk Committee, to help the Senate meet its governance and management control oversight responsibilities.
- Chancellor's Committee and Remuneration Sub-Committee, which advises the Chancellor on governance issues and reviews the performance, remuneration and succession plans for the Vice Chancellor and Senior Officers.
- Governance and Nominations Committee, which recommends the appointment of suitable Senate members, advises governance policy and Senate operating procedures, and ensures Senate activities are in accordance with the *Murdoch University Act 1973*.

- Honorary Awards and Ceremonial Committee, which awards Honorary Degrees and Senate Medals, and oversees guidelines and policies relating to Honorary Degrees, Senate Medals, graduation ceremonies and regalia.
- Resources Committee, which advises on a wide range of governance issues including financial control and sustainability, investment capability, campus development, commercial activities, the finances of the Guild of Students (in an advisory capacity) and other matters as relevant.
- Summer Committee, which manages governance of the University from the final Senate meeting of the year to the first meeting of the following year.

It is anticipated that new groups, to be established in 2015 will see Senate gain new understandings of learning and teaching, research and engagement.

The Senate appoints the Chancellor and Vice Chancellor, who in turn become Senate members. Corporate leader, mining executive and philanthropist, David Flanagan is Murdoch University's Chancellor, appointed in 2013 for a three-year term. Professor Richard Higgott undertook the role of Vice Chancellor from August 2011, until his resignation on 24 October 2014. Professor Andrew Taggart was appointed Interim Vice Chancellor on 18 September, and then subsequently Acting Vice Chancellor on 24 October following Professor Higgott's resignation from the University.

Under the organisational structure of Murdoch University, the Vice Chancellor is the chief executive officer and academic principal of the University. The Vice Chancellor works closely with Murdoch's Strategic Leadership Group (SLG) on the day-to-day management of the University's academic, administrative and financial operations as delegated by the Senate under Section 18 of the *Murdoch University Act 1973*. The Vice Chancellor is also tasked with the leadership and development of the University, and the realisation of its stated mission.

Academic and Professional Services Restructure

Changes to Murdoch's governance and management structure were put in place to ensure the University's academic mission remained well supported by the professional services structure.

The role of Deputy Vice Chancellor Academic was realigned to include the Office of the Academic Registrar and was re-titled to Provost in March this year. Changes to this role ensured a stronger alignment between the academic affairs of the University and all aspects of the student experience.

Following the departure of the Deputy Vice Chancellor Professional Services, a decision was made to review and realign the role in line with a Chief Operating Officer function. The development of this function included changes to the University Registrar's Office which was devolved into the offices of the University Secretary and Internal Audit and Risk Management. In addition, the areas of Commercial Services and Campus and Facilities Management were combined to form the Office of Property, Development and Commercial Services.

The Vice Chancellor also established an advisory group this year that included the Provost, Deputy Vice Chancellor Research and Development, Chief Operating Officer, Academic Registrar and the Chief Financial Officer. This group with the addition of the School Deans forms the Strategic Leadership Group (SLG) which is a group of senior University staff who meet regularly to consider matters of importance to the University and provide advice to the Vice Chancellor.

These changes enabled the University to enhance its core activities of research, learning and teaching, in addition to building reputational standing across a range of national and international stakeholder communities.

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*. The current President of the Academic Council is Associate Professor David Holloway.

Academic Council plays an integral part in shaping and managing the Academic environment as Murdoch seeks to implement, develop and continually improve its academic offerings in line with its strategic plan.

An Academic Governance Review was conducted in 2014. Resulting outcomes repositioned the Academic Council to be more strategic, providing greater links between the University's committees and connecting more strongly with research and development.

Legislative Requirements

Under State legislation, the University reports to the Minister for Education for Western Australia regarding the proper conduct of its business. Several University programs receive funding from the Commonwealth and so report to the Federal Government through the Department of Industry or the Department of Education as required.

Risk Management

The Senate, in accordance with its Statement of Governance Principles, has responsibility for setting risk management policy and critically monitoring the management of risk across the University, including commercial undertakings. The Senate has approved a Terms of Reference for the Audit and Risk Committee (ARC), which requires the Committee to confirm the University's risk management framework is appropriate.

The ARC receives reports from management which address the University's significant risks and systems of internal control. To enhance controls, the ARC submits its minutes to the Senate regularly in addition to an annual report on risk, internal controls and audit matters.

The Senate has also approved the University's *Risk Management Policy*, which is consistent with concepts in Standards Australia AS/NZS ISO 31000:2009, Risk Management – Principles and Guidelines, and aligns with contemporary good practice. The policy sets out the University's approach to identification, management and reporting of risks and specifies formal roles and responsibilities for these activities.

Strategic risk

The University has a Strategic Risk Register, which is aligned with the objectives of the University's Strategic Plan and highlights key risks of not achieving those objectives. The Strategic Risk Register is currently being reviewed and updated to ensure it records current strategic risks and mitigating controls.

Operational risk – business continuity and fraud management

In 2014, the University recruited a business continuity coordinator, who has commenced work on the development and implementation of business continuity management plans (BCMP) for each of the Schools and Offices, as well as an overarching BCMP.

Additionally, the University has a fraud, corruption and misconduct control framework that includes the following:

- *Fraud, Corruption and Misconduct Policy*
- Fraud and corruption control plan
- *Public Interest Disclosure Policy* and procedures.

The fraud and corruption control framework represents the commitment of the University to ensure effective risk management controls and practices to mitigate fraud and corruption.



Senate Members

The following persons were members of the Murdoch University Senate during the year and up to the date of this report:

Senate Name	Basis of Appointment	Term of Office
Aitken, Mr Brian	Appointed by the Governor, section 12(1)(f)	•28 August 2005 – 27 August 2008 •03 December 2008 – 02 December 2011 •13 December 2011 – 12 December 2014
Barber, Professor Bonnie	Elected by Academic staff, section 12(1)(b)	•26 November 2013 – 17 August 2014
Barnett, Mr Russell	Co-opted by Senate, section 12(1)(g)	•24 May 2011 – 23 May 2014 •24 May 2014 – 23 May 2017
Belford, Mr Roland	Elected by and from the students, section 12(1)(d)	•01 January 2014 – 31 December 2014
Dudley, Dr Janice	Elected by Academic staff, section 12(1)(b)	•06 November 2012 – 05 November 2015
Evans, Mr Chris	Elected by Convocation, section 12(1)(e)	•01 January 2013 – 31 December 2015
Feist, Mrs Fiona	Elected by General Staff, section 12(1)(d)	•19 April 2011 – 18 April 2014
Flanagan, Mr David	Ex-officio, as Chancellor, section 12(1)(a)	•08 August 2013 – 07 August 2016
Fogarty, Mr John	Appointed by the Governor, section 12(1)(f)	•22 July 2014 – 21 July 2017
George, Ms Anna	Elected by Convocation, section 12(1)(e)	•01 January 2012 – 31 December 2014
Gupta, Mr Sanjeev	Elected by and from the students, section 12(1)(d)	•01 January 2014 – 01 August 2014
Hall, Ms Andrea	Appointed by the Governor, section 12(1)(f)	•02 September 2014 – 1 September 2017
Hamblin, Ms Deborah	Elected by General Staff, section 12(1)(d)	•19 April 2014 – 18 April 2017
Higgott, Prof Richard	Ex-officio, as Vice-Chancellor, section 12(1)(a)	•01 August 2011 (Ex-officio) •Suspended as of 17 September 2014 •Resigned as of 24 October 2014
Holloway, Assoc Prof David	Elected by Academic staff, section 12(1)(b)	•29 November 2011 – 28 November 2014 •29 November 2014 – 28 November 2017
Holt, Mr Ross	Appointed by the Governor, section 12(1)(f)	•10 June 2014 – 9 June 2017
Iannello, Mr Tony	Co-opted by Senate, section 12(1)(g)	•24 May 2006 – 23 May 2009 •24 May 2009 – 23 May 2012 •24 May 2012 – 23 May 2015
Murray, Ms Maxine	Appointed by the Governor, section 12(1)(f)	•03 December 2008 – 02 December 2011 •13 December 2011 – 12 December 2014
Niardone, Mr Paul	Co-opted by Senate, section 12(1)(g)	•22 October 2008 - 21 October 2011 •22 October 2011 – 21 October 2014 •22 October 2014 – 21 October 2017
Sadleir, Mr Paul	Appointed by the Governor, section 12(1)(f)	•20 September 2011 – 19 September 2014 •20 September 2014 – 19 September 2017
Skira, Ms Eva	Appointed by the Governor, section 12(1)(f)	•26 February 2008 – 25 February 2011 •26 February 2011 – 25 February 2014
Taggart, Professor Andrew	Appointed as Interim Vice Chancellor Appointed as Acting Vice Chancellor	•18 September 2014 – 23 October 2014 •24 October 2014 - current
Trotter, Dr James	Elected by Academic staff, section 12(1)(b)	•18 August 2014 – 25 November 2016

Senate Meeting Information 2014

These meetings do NOT include decisions by circular resolution					Senate		Audit & Risk		Chancellor's Committee		Remuneration Sub-committee		Governance & Nominations		Honorary Awards & Ceremonial		Resources	
					A	B	A	B	A	B	A	B	A	B	A	B	A	B
Aitken, Mr Brian	AR	CC	RC		7	6	6	5	7	7							4	3
Barber, Prof Bonnie					4	4												
Barnett, Mr Russell	HACC	RC			7	5									1	0	4	2
Belford, Mr Roland	GNC	HACC			7	6							2	1	0	0		
Dudley, Dr Janice	HACC				7	5									1	1		
Evans, Mr Chris					7	5												
Feist, Mrs Fiona	HACC				1	1									1	1		
Flanagan, Mr David	CC	REMC	GNC	HACC	7	5			7	5	2	2	2	2	1	1		
Fogarty, Mr John					4	2												
George, Ms Anna	GNC				7	5							2	2				
Gupta, Mr Sanjeev	HACC				3	1									1	1		
Hall, Ms Andrea	AR				3	3	2	2										
Hamblin, Ms Deb	HACC				6	5									0	0		
Higgott, Prof Richard	REMC	GNC	HACC	RC	5	4					2	2	2	2	1	0	3	3
Holloway, Assoc Prof David	GNC				7	3							2	1				
Holt, Mr Ross					5	5												
Iannello, Mr Tony	CC	REMC	RC		7	5			7	6	2	2					4	4
Murray, Ms Maxine	CC	REMC	GNC	HACC	7	7			7	7	2	2	2	2	1	0		
Niardone, Mr Paul	AR	CC	RC		7	6	6	5	7	6							4	3
Sadleir, Mr Paul	CC	REMC	RC		7	4			7	5	1	1					4	4
Skira, Ms Eva	AR	REMC			0	0	2	2			1	0						
Taggart, Prof Andrew	REMC	GNC	HACC	RC	2	2					0	0	0	0	0	0	1	1
Trotter, Dr Jim					3	3												

A = Number of meetings held during the time the member held office or was a member of the committee during the year

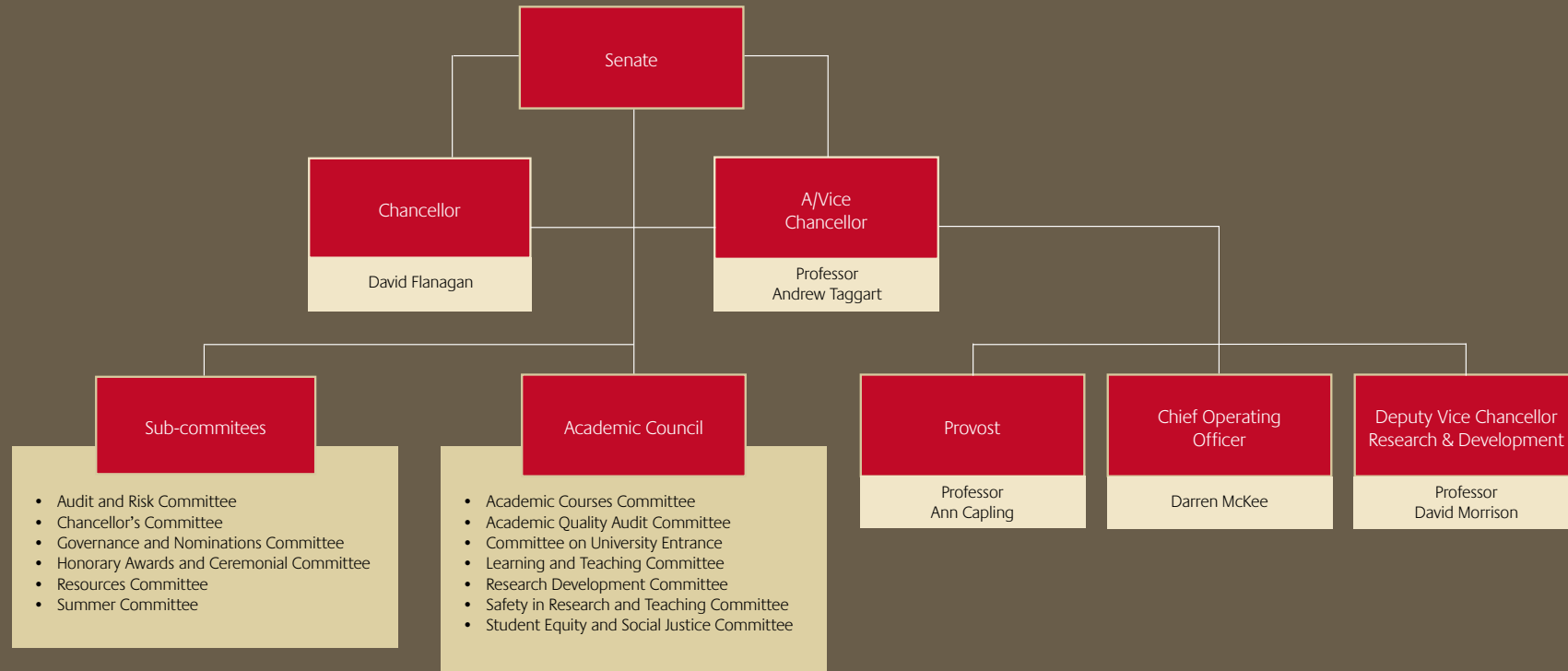
B = Number of meetings attended

Note:

The Senate Sub-Committee members that are not Senate members have been excluded from the table above.

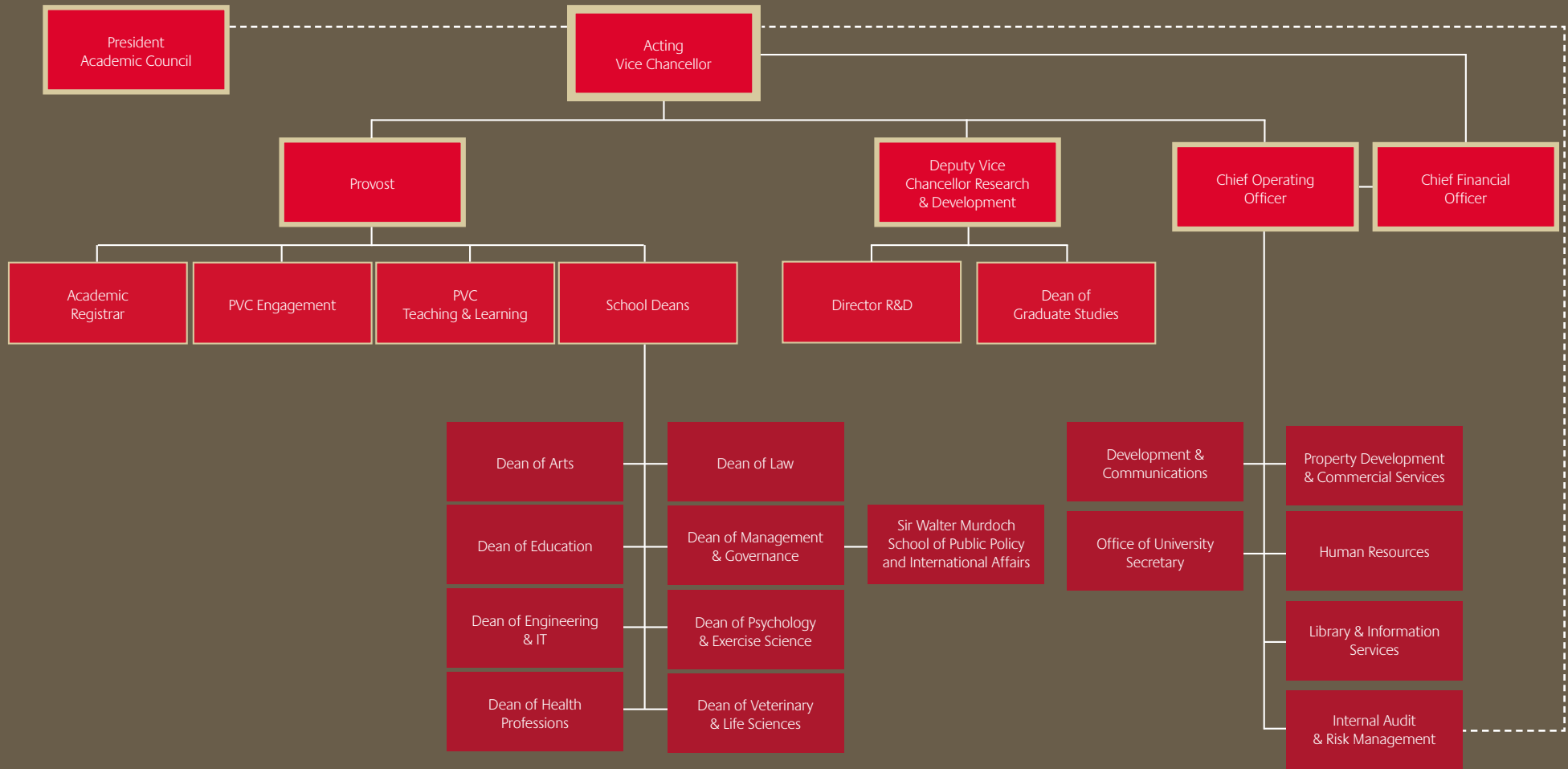
University Governance and Management

(as at 31 December 2014)



Organisational Structure

(as at 31 December 2014)



Performance

Underpinning the University's strategic plan, are three strategic goals that guide Murdoch's vision in research, learning and teaching and engagement.

Research

Murdoch University has a long tradition of research expertise in multi and trans-disciplinary areas, with a commitment to fostering ongoing research partnerships and collaborations.





Learning and Teaching

Building on Murdoch's proud tradition of high quality learning and teaching, the University consistently works to provide an excellent, vibrant and diverse learning experience for students.

Engagement

Murdoch has long been active in societal and community affairs, identifying community engagement as one of three core priorities in the University's strategic plan.



Performance Research

Murdoch University has a long tradition of research expertise in multi and trans-disciplinary areas, with a commitment to fostering ongoing research partnerships and collaborations. In line with the Murdoch Strategic Plan, the University continues its path as a research-led institution, producing high quality international research in select fields that engage with the social and scientific challenges of our time.



At a glance



Times Higher Education (THE) rankings

Murdoch was ranked 60 in the Top 100 under 50 universities showcasing institutions with great potential that are less than 50 years old, and placed 301-350 in the overall THE world rankings in 2014.



Grant funding for research into new Australian wheat quality

The research team at Murdoch's Australia-China Centre for Wheat Improvement won a \$4 million grant to further ground-breaking research into a higher quality Australian wheat, valuable in the international marketplace.



Professorial Medical Researcher Practitioner appointments

Murdoch University together with The University of Notre Dame Australia and Fiona Stanley Hospital announced a series of jointly funded Professorial appointments in Medicine in 2014.



Strategic Research Centre Established

A partnership with the Australia-China Centre for Abiotic and Biotic Stress Management in Agriculture, Horticulture and Forestry was jointly established with Northwest A&F University (NWFU) in China.



Funding for Category 1 projects

The Research income received for Category 1 projects increased in 2014, resulting in the development of significant projects that will further support the University's research in the context of securing the future.

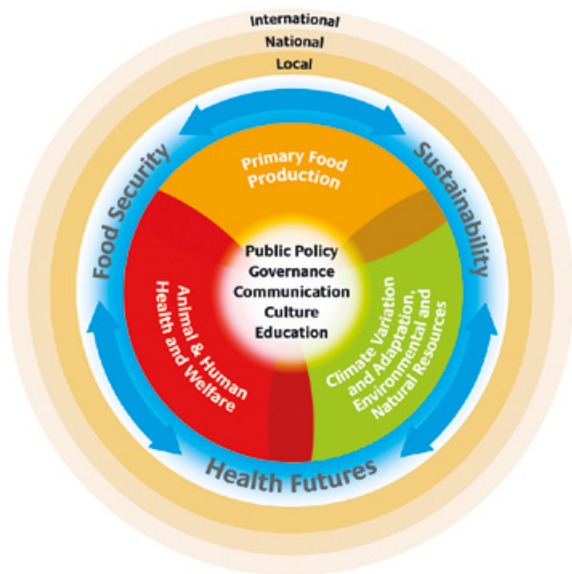


Recognition of Excellence

Murdoch professors were acknowledged for their contribution to research this year, awarded prestigious fellowships, national and international awards. Recipients included Provost Professor Ann Capling, and Professors Kevin Hewison, Bernard Dell, John Pluske, Una Ryan and David Pethick.

Performance Research

The broad narrative for Murdoch's research is that it is translational in nature and substance, with much of its inspiration coming from the community and local industry based partnerships, in addition to large scale international collaborations that see emergent research themes address the unique challenges of our time.



Research Strategy

The University's Research Strategy 2012-2017 guides Murdoch's research activities, with a specific focus on addressing the research challenges of our time.

Murdoch's broad research themes include primary food production (grains, meat and fish in addition to agricultural biotechnologies); climate change, environmental sustainability and adaptation (land and marine ecosystems science, environmental engineering, land and water management including dry land agriculture); and human and animal health and welfare (infectious diseases, rare diseases, genetics and bioinformatics), all of which are supported by broad contributions from Murdoch researchers in Arts Humanities and Social Science.

This sees the translation of basic science into public policy, education, food security, water security and biosecurity, energy renewables, politics and governance in the Indo-Pacific region.

Highlights and achievements

In line with the Research Strategy, Murdoch remains focused on realising its vision as a high quality research-led institution, building on research strengths both locally and internationally through the University-wide strategy in its second year of implementation.

Research highlights in 2014 included:

- An increase in Category 1 research income with 117 projects underway including funding for significant research projects at Murdoch's Centre for Comparative Genomics (CCG) into rare diseases, the Australia-China Centre for Wheat Improvement in the School of Veterinary and Life Sciences, and a project investigating maternity care for Aboriginal women in an urban setting with the School of Psychology and Exercise Science.

- The establishment of the Australia-China Centre for Abiotic and Biotic Stress Management at Murdoch, and significant work completed towards establishing a research centre for Post-Harvest Biosecurity and Food Safety in 2015 with the Chinese Academy of Agricultural Science.
- Continuing the Distinguished Collaborator scheme to build international research links that saw 10 Distinguished Collaborators appointed in 2014 from a range of universities including Cambridge, taking the total number of collaborators involved to more than 40.
- A major research grant for Murdoch Singapore from the Singapore Innovation and Productivity Institution for a study into productivity and innovation issues in the manufacturing sector in Singapore.

Murdoch also continued its work as a founding member of Innovative Research Universities (IRU), a collaborative network of seven research-intensive universities Australia-wide. Work to enhance the outcomes of higher education through knowledge sharing and stakeholder engagement continued, ensuring an ongoing collective dialogue with government and other influential bodies.

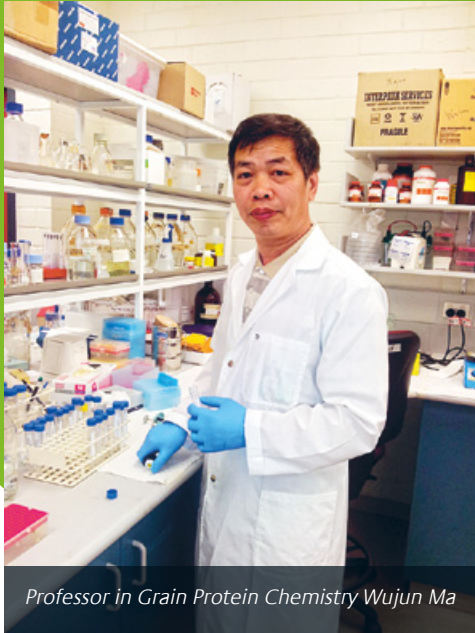
Research funding success

ARC funding for Murdoch Projects

In November, the University received funding for six projects in the latest round of the Australian Research Council (ARC) funding, totalling more than \$1.73 million.

While these grants are a considerable achievement over the previous year, the University's success rate of 10 per cent in this scheme continues to fall below Murdoch's goal of meeting the national average success rate of 18 per cent.

Receiving this funding nevertheless is a signal that Murdoch is working towards its vision to be recognised as a research-intensive institution that addresses curiosity driven as well as applied research questions, and reaffirms the University's strengths in areas of history, policy and education.



Professor in Grain Protein Chemistry Wujun Ma

Grant funding for ground-breaking research at Murdoch's Australia-China Centre for Wheat Improvement

A new wheat quality discovery by a Murdoch University researcher has the potential to add one per cent or \$50m to the \$5bn wheat market in Australia.

In 2014, Murdoch's newly-appointed Professor in Grain Protein Chemistry, Wujun Ma, worked with wheat grains on a genetic level to produce new lines of Australian wheat which are richer in protein and better for bread-making.

Wheat protein content is the key determinant of wheat price in the international market place, and Professor Ma's research through the Australia-China Centre for Wheat Improvement based at Murdoch University, focuses on increasing wheat protein content and refining protein components.

Professor Ma runs the largest wheat research team in Australia comprising 17-staff, including six external funded researchers, five of whom are from China. The strong network of researchers in the team, including expertise from China generated significant results this year with a high impact paper published that won Professor Ma and his team a grant valued at more than \$4 million from the Australian Government Grains Research and Development Corporation (GRDC).

This year also saw the Australia-China Centre for Wheat Improvement work closely with industry to promote the use of Australian wheat that saw China's biggest food company, Beijing Guchuan Ltd, start using Australian wheat for the first time in 20 years.

The University was successful in attaining grants for four Discovery Projects led by long standing Murdoch researchers Professor Simone Volet, Professor Jim Warren, and Professor Sandra Wilson among others.

The University also received funding for two ARC Discovery Early Career Researcher Awards that will see Dr Adrian Gleiss undertake a three year ecology project investigating how to predict ways to reduce the vulnerability of fish populations to climate change, and Dr Deborah Pino-Pasternak investigating the importance of self-regulated learning in young children during their first two years of schooling.

In addition, Murdoch University researchers will also collaborate on four ARC Linkage Infrastructure, Equipment and Facilities grants awarded to other organisations in the fields of biochemistry, nanotechnology and biomedical engineering. These grants provide important infrastructure support to the sciences.



Professors Sue Fletcher and Steve Wilton

Funding for leading genetic research

Murdoch University researchers from the Centre for Comparative Genomics (CCG) received almost \$800,000 in funding from the National Health and Medical Research Council (NHMRC) to develop genetic drugs to treat rare diseases.

Chief Investigator Professor Steve Wilton and Investigator Professor Sue Fletcher have previously had success in developing a therapy for people with Duchenne Muscular Dystrophy (DMD), winning the prestigious Australian Museum Eureka Prize for their research with the Molecular Genetic Therapies Group (MGTC) at the Western Australian Neuroscience Research Institute (WANRI) based at Murdoch University.

This latest round of NHMRC funding will allow Professors Wilton and Fletcher to extend their research to other rare conditions such as cystic fibrosis, spinal muscular atrophy and Pompe's disease over a four year project starting in 2015. In addition, a further \$600,000 was generously donated by the McCusker Foundation in May this year to fund the appointment of an early career research scientist based in WANRI's laboratory at Murdoch.

International research collaborations

New post-harvest grain research collaborations established with China

Murdoch University's international standing as a leading post-harvest grain research institution was further enhanced with a Memorandum of Understanding (MoU) with the Academy of the State Administration of Grains in China in late 2014. Through the agreement, experts across several disciplines were brought together to undertake wide ranging research in topics such as grain storage, stored product insect pests and grain quality, and a joint research centre for Post-harvest Biosecurity and Food Safety to be established in 2015.

Deputy Vice Chancellor Research and Development, Professor David Morrison, Research Director Professor Bernard Dell, Senior Relationship Manager (International) Pearl Chua and leader of Post-Harvest Biosecurity and Food Safety Laboratory, Professor Yonglin Ren were among the delegation from Murdoch University to travel to Beijing, China. The MoU was signed in the presence of the Hon. Barnaby Joyce MP, Minister for Agriculture



and Zhengxiao Ren, Director General of the State Administration of Grain Bureau, People's Republic of China in September.

With China the major world player in grain, feeding 20 per cent of the world's population with less than 10 per cent of the world's arable land; collaborations like this one are significant for Murdoch University and its world class grains and food security research scientists.

As well as a mutually beneficial exchange of knowledge, the MoU will lead to the establishment of the bilateral Centre for Post-Harvest Biosecurity and Food Safety, the development of a scholar exchange program, jointly organised seminars and symposia and joint research projects including collaborative bidding for national and international research funding for Murdoch.

Professor YongLin Ren, at the Post-harvest Biosecurity and Food Safety Laboratory in the School of Veterinary

and Life Sciences at Murdoch, will lead ongoing research into postharvest biosecurity and food safety through the Centre. This a growing field of activity for many professionals involved in agriculture, the environment and for international and domestic trade and is driven by the need to maintain agricultural and trade integrity between Australia and China in a world where, due to ever increasing levels of trade and human movement, exotic plant-affecting organisms pose major and ongoing threats of pests.

In addition, a partnership with the Australia-China Centre for Abiotic and Biotic Stress Management in Agriculture, Horticulture and Forestry was jointly established by Murdoch University and Northwest A & F University (NWAUFU) in Yangling, China in September. The Centre will deliver world-class, innovative and cross-disciplinary research, education and training with a central focus on alleviating the constraints of producing food and fibre sustainably.

Antimicrobial Resistance (AMR) Symposium

The ever increasing threat to global health from Antimicrobial Resistance (AMR) and its growing importance on political and policy agendas was highlighted at a gathering of world experts in December.

The symposium, presented by Murdoch University in partnership with the UK's Centre on Global Health Security at Chatham House, focused on the growing impact of AMR beyond human health and the problems surrounding resistance to drugs designed to treat bacterial, viral and parasitic infections. Senate member Anna George was crucial in conceptualising and implementing the symposium.

The symposium featured distinguished international and Australian experts including Duncan Selbie, Chief Executive Designate of Public Health England, the Australian Government Chief Medical Officer of the Department of Health, Professor Chris Baggoley AO, and Dr Mark Schipp, Australia's Chief Veterinary Officer (CVO). Keynote speakers included Professor Dame Sally Davies, Professor David Heymann, Professor Ramanan Laxminarayan.

Reduce Waste Forum

In November, the University hosted a food waste forum to tackle the mounting world-health problem of food waste, poor nutrition and starvation. The forum, closely aligned with Murdoch's research expertise in securing our future, was held in partnership with the University of Western Australia and Curtin University.

Championed by Murdoch University's Chair in Biosecurity and Food Security Professor Shashi Sharma, the forum saw the universities work together to develop innovative strategies and solutions to reduce food waste.

Research investment

Professorial Medical Researcher Practitioner appointments

Murdoch University, The University of Notre Dame Australia, Fiona Stanley Hospital and WA Health announced a series of jointly funded Professorial appointments in Medicine this year.

The announcement of the co-investment in these high profile appointments demonstrates a commitment to delivering a world class health service for the Western Australian community that is supported and led by cutting edge translational medical research.

In early 2014 the University also entered a partnership with The University of Notre Dame Australia to teach the Basic and Clinical Sciences component of Notre Dame's Medical degree. More than 200 Notre Dame students now attend Murdoch for lectures, tutorials and laboratory classes, utilising the Veterinary Medicine facilities as a result of this partnership.

Small Grants Scheme

The Small Grants Scheme is an internal funding initiative that encourages researchers to submit grant funding proposals for innovative ideas that could lead to larger research projects. The Research and Development Directorate received 71 applications for small grant funding in 2014, with 45 deemed supportable in principle and 10 projects physically funded.

Research Initiative Scheme

The Research Initiative Scheme was introduced in 2013 to support larger initiatives, with the first funding round finalised in March 2014. Projects supported through this initiative included funding to develop a Food Security and Biosecurity Research Centre, Personalised Medicine initiative (ANRI), Companion Animal Research Laboratory and Sugar Analysis Laboratory.

Recognition of excellence

New Fellows of the Academy of Social Sciences in Australia (FASSA)

Two Asia Research Centre Fellows, Provost Professor Ann Capling and Professor Kevin Hewison were elected Fellows of the Academy of Social Sciences in Australia (FASSA), representing two of the three Fellows from Political Science inducted nationally this year. There are now five Centre Fellows in total who are members of prestigious academies that recognise leadership and outstanding achievement in their disciplines.

Research professor wins China honour

Murdoch researcher Professor Bernard Dell was presented with China's highest honour for achievement by a foreigner in September - a Friendship Award. Professor Dell has collaborated with the Chinese Academy of Forestry (CAF) for more than two decades to find ways to increase the sustainable productivity of eucalypt plantations across southern China. Recipients of the Friendship Award are regarded by the Chinese government as providing outstanding contributions driving economic and social development in the country.

Murdoch professor recognised for nutrition research

Professor David Pethick was awarded a prestigious Fellowship by the Nutrition Society of Australia (NSA) for his outstanding contribution to nutrition research and its applications to people and animals.

Professor Pethick, who leads the Centre for Production Animal Research at the School of Veterinary and Life Sciences, has enjoyed a 34-year research career which has seen him contribute valuable findings to the sheep, beef cattle and pig industries, as well as to dog and horse studies, generating \$17 million of research funding in the process. His nutritional biochemistry research has led to diet formulation for beef cattle and lambs to optimise meat quality and shown that lamb compares favourably to pork and chicken for the beneficial minerals iron and zinc.

Fulbright Scholar Program appoints Murdoch academic as Distinguished Chair

In early 2014, Murdoch University Professor and Director of the Animal Research Institute, John Pluske was appointed Distinguished Chair through the Fulbright Scholar Program.

Professor Pluske will spend six months as the inaugural Fulbright Distinguished Chair in Agriculture and Life Sciences at Kansas State University. His primary research focus will be reducing the reliance on in-feed antibiotics and investigating bacterial resistance to dietary antibiotic alternatives in commercial pork production.

He will share his time between the Department of Animal Sciences and Industry and the College of Veterinary Medicine at Murdoch.

Australian Society for Parasitology Award

Professor Una Ryan's contribution to the Science of Parasitology was officially recognised by the Australian Society for Parasitology (ASP), with the Bancroft Mackerras Medal for Excellence. The Bancroft-Mackerras Medal for Excellence allows the ASP to recognise outstanding contributions of its members to the Science of Parasitology. Professor Ryan was presented with ASP's most prestigious award during the 2014 ASP Conference in Canberra in July 2014.

Distinguished collaborators

The Sir Walter Murdoch Adjunct Professorship and Distinguished Collaborator Programs were run for the third year in 2014. These programs work to raise the University's profile among the global research community.

Three Adjunct Professors and 10 Distinguished Collaborators were appointed in 2014 from universities around the world with more than 40 collaborators now involved in the program.

Support for Research and Development

The Research and Development Directorate provided ongoing support services to the academic community including assistance in seeking new funding opportunities through ongoing investment in the team.

Significant changes to the focus of research funding, announced by the Federal Government in 2014 placed increased emphasis on industry engagement and commercial outcomes. In response to these changes, the Directorate refocused employee resources and adapted policies to ensure Murdoch remained competitive in this new environment.

In order to realise the University's vision for research excellence in these areas, a key focus of the Research Strategy included a commitment to increasing internationalisation, and 2014 saw a focus on building international excellence in key areas including:

- Developing strategic collaborations with a local link and international relevance;
- Increasing the number of highly regarded international universities, research institutions and academics that Murdoch University actively collaborates with;
- Increasing the number and amount of research projects funded with overseas partners; and
- Establishing joint Doctoral Degree Programs, and increasing the number of externally funded research centres led by Murdoch.

This was facilitated by an International Relations team who brokered key partnerships with international stakeholders in line with the University's vision.

Research Development Committee

The committee, now two years into operation was responsible for communicating changes and challenges to the academic community, as well as communicating the University's research strategy.

Research and Development reviews

A recent external review of the Office of Research and Development highlighted a need to increase the support available in research ethics and safety, the submission and management of grants, and contracts and knowledge transfer. Over the next two years, the recommendations of the review once addressed, will ensure an improved service measured in terms of more successful grant applications and a sharper business focus between Murdoch researchers and industry.

In line with an ongoing series of reviews into translational research centres at Murdoch, a review of the Institute for Immunology and Infectious Diseases (IIID) was completed in 2014. The panel, comprising internal and external experts, commended the outstanding scientific achievements, international reputation and leadership of Professor Simon Mallal in growing the IIID. Significant achievements from the Institute included discoveries that have already been translated into better clinical practice in HIV medicine worldwide, providing strong credentials for the University which resulted in an MoU to collaborate in research with Vanderbilt University Medical School in the United States.

Significant Issues and opportunities

Despite the success in winning Category 1 research grants in 2014, funding remains by far the biggest challenge facing higher education research, seeing a further decline in industry support in recent years. The University relies on funding from a number of national research bodies and must work harder to establish industry partnerships and rebuild its funding base.

The University continues to navigate the uncertainty of Federal Government cuts in research funding programs



Professor David Morrison, Professor Lyn Beazley and Professor Andrew Taggart

Former WA Chief Scientist appointed Murdoch Ambassador

In July, Professor Lyn Beazley became Murdoch University's ambassador for science and research activities, promoting initiatives and achievements to the community, government and industry. Professor Beazley's appointment as the new Sir Walter Murdoch Distinguished Professor of Science is one of the most important engagements made by the University in recent times.

Professor Beazley's knowledge and understanding of science and research, together with her exceptional reputation are an outstanding support to Murdoch's representation in the wider community, government, business and industry.

Professor Beazley was also named WA Australian of the Year 2015 at a ceremony in November.

through more engagement with industry linked research organisations such as GRDC and MLA. This provides opportunities for some Murdoch researchers, but challenges for others as they will need to reconsider the focus of their research effort.

In 2015, the Office of Research and Development will be hiring four new industry linkage officers to reinforce this process and extend our reach into new industries.

Internationally, Murdoch Singapore won a major research grant from the Singapore Innovation and Productivity Institute worth \$500,000 to study productivity and innovation issues in the manufacturing sector in Singapore. The key findings of this research were presented at the National Productivity Conference held in Singapore in October.

As part of the 2014-2015 Federal Budget, the Government announced a reduction of \$80 million in funding for the Cooperative Research Centres (CRC) Programme. As a result of this decision, the latest selection round did not proceed for new applicants.

CRC funding was traditionally a strong area for Murdoch and the reduction in funding will significantly impact the University in the coming years. The University seeks to cast its funding net wider to partner with international universities and collaborate to win funds through their funding systems.

While securing funding will always be a challenge for higher education institutions, opportunities now exist in pursuing industry funded partnerships through translational research activities by focusing on key research strengths.

Performance Learning and Teaching

Building on Murdoch's proud tradition of high quality learning and teaching, the University consistently works to provide an excellent, vibrant and diverse learning experience for students, equipping them with the knowledge and skills to succeed in a globally mobile environment no matter what their chosen career path.



At a glance



Fee certainty

Murdoch was the first university in WA to announce measures to protect new students commencing undergraduate degrees in semester two 2014 from proposed Federal Government funding cuts due to come into effect in 2016.



Murdoch University Curriculum Commission

2014 saw the new Murdoch University Curriculum come into effect offering a revitalised undergraduate course structure.



Five star rating

The Hobsons Good Universities Guide 2015 awarded Murdoch University five stars for graduate employment certainty.



Learning@Murdoch

Work on the University's five year Learning and Teaching strategy commenced led by the Provost and Pro Vice Chancellor Learning and Teaching.



Alternative entry pathways

150 students completed the OnTrack alternative entry pathway program in 2014, with all eligible to begin an undergraduate degree at Murdoch in 2015.



Open Day success

More than 14,000 visitors attended the Murdoch Open Day in August.

Learning and Teaching

Teaching excellence and good learning outcomes go far beyond the university experience and provide our students with the autonomy to be life-long learners. This is evidenced in the recently published Hobsons Good Universities Guide 2015 that saw Murdoch University awarded five stars for graduate employment on completion of a degree.

Highlights and achievements

Over the last two and a half years, the University has been engaged in an ambitious project of renewal in learning and teaching, starting with the Murdoch University Curriculum Commission (MUCC) to streamline bachelor degree offerings and introduce credit point consistency across all unit offerings.

In line with MUCC recommendations, the first stage of the curriculum was successfully implemented with seven new Bachelor degrees commencing in 2014. The new degrees combine the choice of major and second major (or minor) with core units designed to prepare students for transition to university, research skills relevant to their chosen degree, and interdisciplinary experiences exposing students to ways of thinking and problem solving outside of their primary field of study.

As part of the progressive roll-out of the new curriculum, due for completion in 2016, work continued on the development of new postgraduate course offerings and blended modes of study, with a number of new postgraduate courses launched this year. Murdoch's commitment to excellence in Learning and Teaching was further cemented with world renowned digital learning expert, Professor Sara de Freitas appointed to the role of Pro Vice Chancellor Learning and Teaching. The new role signals the importance of learning and teaching for the University, and is an important step in Murdoch's journey towards greater international standing.

The University furthered its promise to support students from all backgrounds with access to a high quality education, announcing in June measures to protect those enrolling in undergraduate degrees in second semester 2014 from the uncertainty of increasing fees. This followed an announcement by the Federal Government of proposed funding cuts of 20 per cent by 2016.

Learning Futures

Learning@Murdoch: Changing Minds and Lives

Work on the University's five year Learning and Teaching Strategy, Learning@Murdoch commenced in April using a University-wide Learning Futures survey to shape the direction of the strategy, and more importantly start a conversation around how the future of learning will look and feel.

The results from the survey formed the basis of the first Learning Futures Report and focused on three key areas:

- The University community's ongoing commitment to high quality learning and teaching and providing an engaging student experience.
- The importance of providing students and staff with contemporary learning spaces and support systems to promote active learning, peer collaboration, blended and online learning.
- The need to provide academic staff with greater levels of training and support for ongoing development of their innovative teaching and assessment practices.

The strategy will be developed collaboratively with input from staff and students, using the results of the survey and insights gathered at a number of conversation-style events and interactive workshops.

Online learning technology

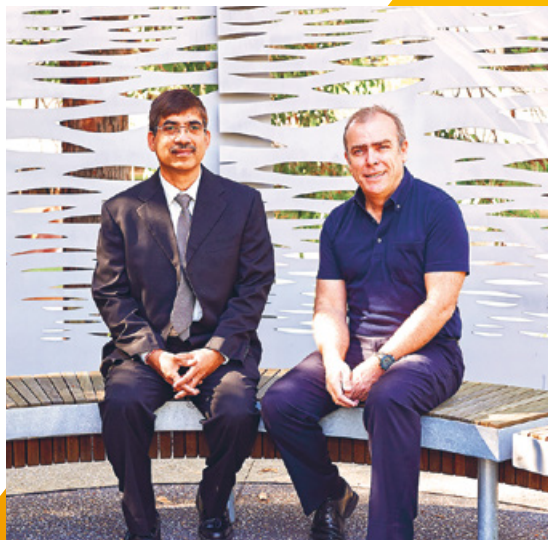
The final stages of a new learning management system (LMS) were implemented in 2014 with all units fully integrated online. The new system provides students with a high quality and flexible blended learning experience regardless of location, integrating content in an open source learning platform.

Teaching excellence

The University remains focused on providing a rich and diverse academic environment equipping students with life-long learning skills and the capacity to successfully enter the global workplace. This commitment is evidenced by a number of internal and external staff awards that celebrate the quality of Murdoch's teaching staff.

The School of Management and Governance launched their inaugural Teaching Innovation Awards this year, just one of the headline initiatives put in place to showcase the School's commitment to delivering the highest standards in quality teaching by recognising outstanding educators.

Winners of the Vice Chancellor's Awards for Teaching Excellence were announced in October. Dr Amy Glen from the School of Engineering and Information Technology and Dr Jeremy Hultin from the School of Arts won awards in the category for General Teaching Excellence in their disciplines.



*Australian Awards for University Teaching recipients
Dr Ravi Tiwari and Danny Toohey*

Murdoch staff recognised nationally for learning and teaching

In September, two dedicated Murdoch staff received citations for their Outstanding Contribution to Student Learning as part of the Australian Awards for University Teaching.

Dr Ravi Tiwari, a passionate educator from the School of Veterinary and Life Sciences was recognised for the cutting-edge research he uses to inform his teaching practice, engaging students with subject matter that motivates learning in the biological sciences.

Danny Toohey, from the School of Engineering and Information Technology was applauded for his commitment to providing students with a meaningful learning experience regardless of where or how they are studying, by using multiple channels and innovative approaches to assessment.

Both Ravi and Danny stand firm in their belief that education can overcome inequality and effectively equip graduates for their chosen professions.



Provost Professor Ann Capling with Anne Clear, Alex Dawson and James Boyd - winners of the inaugural Teaching Innovation Award at Murdoch's School of Management and Governance.

Student experience

With the largest campus grounds in Australia, world renowned courses on offer and a commitment to building a sustainable future, Murdoch University provides students with a holistic learning experience, supporting them through their tertiary education journey.

Student recruitment

Domestic

A new Domestic Engagement team was established in 2014 with specialist Future Student Officers (FSOs) bringing considerable local and regional recruitment experience to Murdoch.

Each member of the Domestic Engagement team was aligned with local schools to nurture stronger relationships in an immediate catchment area. While this is a long term strategy, the University saw positive results in 2014.

In addition, a paid Student Ambassador Scheme, launched in 2014 vastly increased the presence of the University at a range of external events, presenting a young, enthusiastic and credible face for Murdoch.

A Science Outreach Review Officer was also appointed to review the University's outreach activities and develop a best practice strategy to encourage young people to study sciences at Murdoch.

International

Despite the challenges of increased competition in the international education environment, nationally and internationally - and the emerging prominence of Asia, Murdoch University remained an attractive option for university studies for international students, with strong enrolments at Murdoch's campuses in both Dubai and Singapore.

International students also rated Murdoch University the number one university in Australia for 'expert lecturers' and ranked it in the top 10 universities in Australia for a range of learning and teaching experiences in the 2014 International Student Barometer survey.

In addition to developing an international strategy, Murdoch was successful in obtaining significant funding for a range of new student mobility programmes as part of the government's New Colombo Plan. These programmes have a particular focus on the Indo-Pacific region, encouraging Murdoch students to undertake short-term international education experiences as part of their studies and in turn encourage stronger relationships with Asian universities and partners.

Transnational Education (TNE) and International Partnerships

Murdoch University currently has 8058 students studying 23 courses at four transnational education locations including two in Singapore, one in Dubai and one in Malaysia. The final cohort of students studying in Kuala Lumpur will finish their degrees in 2015, following which the operation will close.

Deans in residence were appointed in both Dubai and Singapore, academic staff were employed in Singapore for the first time, and a Transnational Education Liaison team was established in Perth to support TNE functions.

In January 2014 the University established a subsidiary company in Singapore (Murdoch Singapore Pte Ltd) to enhance in-country support for transnational education activities. With more than 5500 students studying Murdoch degree programs in Singapore, establishing the Murdoch Singapore Pte Ltd confirms the University's commitment to delivering an outstanding student learning experience with plans to support a broader range of degree programs and research initiatives in 2015.



Volunteers at the 2014 Open Day

Murdoch Open Day

The University's primary student recruitment event – Open Day, was held on Sunday 24 August. More than 14,000 future students attended the South Street Campus, immersing themselves in activities that showcased the range of high-quality courses offered across Murdoch's eight schools.

This year's Open Day also offered exclusive behind the scenes access to 17 of the University's specialist teaching and learning facilities not normally open to the public, giving prospective students a feel for the types of real world skills they could acquire with a Murdoch degree.

Graduate Satisfaction Survey

Graduate satisfaction, as measured by the Course Experience Questionnaire, has again generated a good response. The results of the 2013 survey (released in 2014) showed a 90 per cent broad agreement on the Good Teaching scale, and more than 90 per cent satisfaction in the Generic Skills and Overall Satisfaction categories.

Work Integrated Learning

The Work Integrated Learning (WIL) program once again provided students with valuable opportunities to undertake work placements and projects in industry, government and not-for-profit organisations as part of their course of study. Positive feedback from both employers and students demonstrated the success of the program, with a number of students gaining employment as a direct result of their WIL experience.

Additional work was also undertaken this year to expand the number of organisations offering WIL to Murdoch students, as well as increasing the number of courses offering WIL placements. In 2014, the number of Murdoch University courses offering a WIL component increased by three per cent to 94 per cent.

Whitby Falls Farm

In late 2013, the University signed a 42-year lease with the National Trust with plans to use the 203-hectare property as an innovative, dynamic, research-informed facility that supports not only Murdoch students, but the surrounding Peel community. In 2014, Murdoch undertook significant restoration of the site, opening the fully operational farm in December.

Whitby Falls is one of many ways the University supports students through their study by providing a practical environment for applied learning practice. The farm provides students with a hands-on setting in which to apply their skills in animal health and welfare, food production, intensive agriculture and environmental sustainability and adaptation.

The Whitby Falls research agenda is closely linked with Murdoch's overarching research strategy focused on securing the future through food production, food security, environmental conservation and human and animal health. A translational research program will see Murdoch University work collaboratively with State Government and regional organisations to lead research solving real-world problems for farmers, veterinarians, local communities, related businesses and industries.

Intergrated activities focusing on tourism and Indigenous history will be developed over the next few years in collaboration with local and state governments.

Enabling and Pathway Programs

The University is committed to improving equity and access to tertiary education for students from disadvantaged backgrounds through the Centre for University Teaching and Learning (CUTL) and supported by its Murdoch Aspirations and Pathways for University (MAP4U) Project. A number of programs under this banner, provide alternative entry pathways to groups that are traditionally under-represented in the student cohort.

University Enabling Unit (TLC110)

This alternative pathway program is a three-school term course for Year 12 students that allows successful graduates an alternative pathway to university study. In 2014, 76 students successfully completed the TLC unit, an increase on 2013.

Post School Pathways Program

High performing Year 12 general course students or high performing VET students finishing Year 12 and not involved in sitting their ATAR exams, but who are interested in university study are invited to complete this program. In 2014, 12 students were selected to complete the program from Rockingham, Peel and Kwinana schools. On completion of this program, students are eligible to apply for the OnTrack pathway program into university.

OnTrack

OnTrack is a free 14-week pre-university program that provides an alternative entry pathway to Murdoch. Students acquire university-ready academic skills through this course and on successful completion are eligible to apply for an undergraduate place at the University. This year, 511 students enrolled in OnTrack programs at the South Street, Rockingham and Peel campuses. Offers were awarded to 376 of these students who are eligible to begin an undergraduate degree at Murdoch in 2015. This is an increase on the previous year that saw 338 students offered a place at Murdoch.

K-Track

K-Track is Murdoch's specialist Indigenous enabling course, giving Aboriginal and Torres Strait Islander students the opportunity to develop their capacity to learn at the undergraduate level in a culturally supportive and inclusive environment. In 2014, 10 students successfully completed the K-Track program.

Kulbardi Aboriginal Centre

The Kulbardi Aboriginal Centre plays a vital role in assisting the University to meet its commitment to the education of Indigenous people and supports students through their tertiary education journey in a safe and inclusive environment. The Centre also facilitates the K-Track enabling program and provides cultural leadership to the University.



Murdoch student Jenna Woods.

Kulbardi ambassador makes a difference

Murdoch University student Jenna Woods, had much to celebrate this year after winning the 2014 NAIDOC Perth Tertiary Scholar of the Year award, in addition to being named a finalist for the Community Leadership award at the WA Youth Awards in November.

Despite facing a number of challenges in her teens as a victim of domestic violence and as a young mother forced to leave school at 16 to care for her young son, Jenna turned her life around after enrolling in a Murdoch University pathway program. She successfully completed the program and is now well into her undergraduate degree in Community Development, Politics and International Studies, hoping to one day complete a PhD.

Jenna represented Western Australia at the 2014 National Indigenous Youth Parliament and is an active member of Kulbardi Aboriginal Centre and Murdoch's Indigenous Collective.

Adding to her success is Jenna's Vice Chancellor's Commendation for Academic Excellence for her work on a project exploring Indigenous young people's street presence in and around the Perth to Armadale rail line.

Significant Issues and opportunities

Federal Government Higher Education review

As part of the 2014–15 Federal Budget, the Federal Education Minister announced proposed legislative changes that signalled a dramatic shift in the shape of tertiary education in Australia. The *Higher Education and Research Reform Amendment Bill 2014* aims to facilitate what the Commonwealth sees as a more competitive and innovative sector that will meet the demands of students, society and the broader economy.

The reform agenda incorporates an average of 20 per cent in cuts to funding for Commonwealth supported places offset by a full deregulation of student fees to enable universities to offset the reduction in income. In addition to extending deregulation to sub-bachelor places and non-university higher education providers, these changes have the potential to create an open market for higher education in the Australian context. The University is reviewing future modelling.

Over time universities will also face an inevitable decline in funding with the current Higher Education Grants Index (HEGI) replaced with CPI from 1 January 2016. Research will be impacted as programs face cuts and funding continues to become more targeted, with medical and commercially-focussed research receiving increased investment. These changes are yet to pass the Senate and are still subject to significant negotiation.

The financial constraints imposed by consecutive Governments' economic directions have altered the nature of the Department of Education's relationship with universities, with a greater focus on containing costs and an increasingly strict interpretation of legislative requirements. The University will continue to work with the Department to strengthen strategic rather than financial assessment of policy directions.

The uncapping of Commonwealth Supported Places to student demand has heightened competition in the domestic sector, and increased competition in the international market. Murdoch continues to work strategically and proactively to strengthen its reputation at home and abroad, with a particular focus on the Indo-Pacific region. Further deregulation of the higher education sector introduces the likelihood of new providers competing for students in specific areas as well as opening opportunities for competitive positioning.

Murdoch, along with other Western Australian universities, is also preparing for a period of decreased enrolments among school leavers. In 2001, the school starting age was changed to bring Western Australia into line with other states and territories. This resulted in a 'half cohort' of students. These students will commence university studies in 2015, with an expected 32 per cent drop in school leaver enrolments. WA universities expect a financial impact in the order of \$62 million next year, with continuing losses up until 2018.

Regrettably, WA continues to see low levels of Year 12 graduates on pathways to university which makes growth a further challenge.

New research hub for Rockingham campus

The University undertook an extensive review of its operations in response to uncertain and challenging times in the higher education sector. The review paved the way for a new strategic direction for the Rockingham Campus, providing Murdoch with an opportunity to build on its existing research capability in the area and strengthen the delivery of pathway programs at the campus.

As part of this plan, the undergraduate programs delivered by the School of Education at Rockingham will be consolidated at the South Street Campus from Semester 1, 2015.

Arrangements were put in place to support affected students with the additional costs associated with relocating through a \$500 support bursary. Eligible students were contacted individually by the University to confirm the bursary and payment arrangements. During this transition, students had access to a number of University support services at the Rockingham and South Street Campuses.

Performance Engagement

Murdoch has long been active in societal and community affairs, making significant contributions to environmental sustainability, animal welfare, public policy and social reform identifying community engagement as one of three core priorities in the University's strategic plan.



At a glance



2014 Graduates

1749 graduates attended local ceremonies and 1469 graduating students attended international ceremonies in Singapore.



Community partnerships

The University continued to engage with local business and industry in Peel and Rockingham, fostering relationships with the local community to promote Murdoch's research undertakings in the region.



Eastern Precinct

A Masterplan outlining the three interconnected centres of academic, research, medical and commercial activity that will make up one of Perth's most significant urban centres was put forward for public comment.



The Second Murdoch Commission

The Commission brings together a range of global experts to examine the issues and solutions surrounding contemporary food security in the Asian region. The inaugural meeting in October marked the start of a 12-month program of works.



Honorary Degrees

Honorary Degrees were awarded to Mr John McCarthy AO, Mr Terry Budge, His Excellency Mr Festus Mogae and Professor Wendy Carlin in 2014.



Science Education Shows

Sir Walter Murdoch Distinguished Adjunct Professor and international science celebrity, Dr Chris Smith, aka the Naked Scientist wowed local students with his science education shows during this year's National Science Week.

Performance Engagement

The University has long been active in societal and community affairs and made significant contributions in areas of environmental sustainability, public policy, social reform and cultural enrichment.

In 2014, Murdoch continued activities that had been effective in previous years, while identifying new opportunities to communicate and engage with various communities at a local, regional and international level.

Highlights and achievements

Significant engagement activities in 2014 included the launch of the Eastern Precinct Masterplan for community consultation and the inaugural meeting of the Second Murdoch Commission.

In addition to ongoing initiatives with government, industry and community, a number of new and exciting partnerships were announced in 2014 including the McDonalds Community Cinemas.

Ongoing engagement continued with the University's valuable donors, sponsors and foundation members in addition to connecting with Murdoch Alumni globally.

Planning is also underway to facilitate Murdoch's involvement in providing a training facility for the 2015 ICC Cricket World Cup. Communication and engagement with local government, regional authorities and State Government was re-energised in 2014.



Second Murdoch Commission Co-Chairs, Professor Mely Caballero Anthony and Professor John Edwards (centre) with Commissioners and executive staff.

The Second Murdoch Commission

As part of the University's efforts to engage communities on a global scale, Murdoch established an independent international inquiry into the growing economic interdependency between Western Australia and the Asian region. Run as a series of Commissions, these forums bring global experts together to discuss real solutions to issues facing the region.

Following the success of the First Murdoch Commission in late 2013, the Second Murdoch Commission was launched in October 2014. Titled *Food Security, Trade and Partnerships: Western Australia in regional food systems*, this Commission brings together a range of Indo-Pacific global experts to examine how contemporary food security is embedded in increasingly interconnected food systems.

Membership of the Commission comprises 12 leading figures in the food security space with expertise in agriculture, economics, policy, government and business from Singapore, China, Vietnam, Japan, India and Australia. The Second Murdoch Commission is Co-Chaired by Professor Mely Caballero Anthony and Professor John Edwards.

The inaugural meeting of the Commission on October 21 marked the start of the 12-month program of works that culminates in a final evidence-based report and recommendations that will be released in late 2015.

Eastern Precinct draft Masterplan sets vision for site

The Eastern Precinct project is the centrepiece of a new strategic plan for Murdoch University in which research and development, partnerships with nearby health institutions, complementary commercial development and urban amenity will be brought together to form a significant new research and enterprise hub.

The 44 hectare Eastern Precinct land parcel is strategically located between the existing Murdoch University academic campus and the expanded Murdoch Health Precinct, incorporating the Fiona Stanley Hospital, St. John of God Hospital, Challenger Institute and the WAIMR Southern Hub Building. The three interconnected centres of academic, research, medical and commercial activity will make up one of Perth's most significant urban centres.

In line with the planning and delivery of this site, a detailed draft Masterplan was created that articulates the spatial planning and urban character of the new precinct. The plan provides guidance about the objectives and preferred outcomes for the foundation development phases of the

project, in keeping with the University's goal to deliver a dense and lively urban space that positions the Murdoch campus as a place of distinctive landscapes and generous open spaces.

The University's Planning and Environmental Sustainability team also had significant input into the sustainability criteria for the draft Masterplan, providing recommendations for biodiversity protection, groundwater and surface water management and protection, energy-conserving green buildings, sustainable and active transport infrastructure and site design, and recycling and waste reduction initiatives.

The Masterplan was subject to community consultation in mid-2014 with feedback under consideration. Infrastructure works are due to commence in early 2015 to ensure the early phases of precinct development continue on schedule.

*Concept sketch: The Paddock and Murdoch Square.
Image courtesy of Cox | Urbis.*



Government and Industry relationships

Murdoch University engages with government, business and industry in a variety of ways to encourage public debate, foster industry relationships and forge deeper connections that align with the Murdoch vision towards research, learning and teaching excellence and internationalisation.

Sponsorships

The partnership with Sunset Events continued to uniquely engage internal and external audiences, supporting the University's commitment to free thinking and social consciousness.

The Sunset Events partnership is a key support to Murdoch's engagement, learning and teaching priorities using a business model that closely aligns with both organisations' values. This partnership uses Murdoch's most valuable brand ambassadors – students to connect with like-minded individuals at the hugely popular Sunset Events to enhance the University's reputation in an otherwise challenging environment.

In 2014, Murdoch won two State Australian Marketing Institute Awards for campaigns at Southbound in the categories of social marketing and sponsorship. This partnership demonstrates excellence and innovation in the marketing space winning a total of 11 state awards over four years. Through Murdoch's engagement at the Southbound festival, the University continues to be the most recognised brand with almost 90 per cent of people surveyed identifying Murdoch University as a major sponsor.

The University's strategic business sponsorships in 2014 included The West Australian Newspaper's Leadership Matters series and the Committee for Economic Development WA (CEDA) International series, Leadership in Agriculture and G20 Research events.

As sponsors of the Leadership Matters events, the University was able to showcase the Sir Walter Murdoch School of Public Policy and International Affairs, School of Arts, and School of Management and Governance strengthening Murdoch's reputation amongst influential leaders from business, industry and government.

The CEDA events were also successful profile raising activities with key business, government, academic and social organisations and policy leaders in attendance. Murdoch's connections with the Peel region were an ongoing part of this collaboration.

Both partnerships are essential to supporting the University's research and engagement priorities by communicating Murdoch's key research strengths and enhancing our reputation in these fields, as well as providing the opportunity for the University to effectively network with key stakeholders.

University events and Graduations

Each year, Murdoch University invites a number of international experts to deliver public lectures. This year, Sir Walter Murdoch Distinguished Professor of Science, Professor Lyn Beazley delivered the Sir Walter Murdoch Lecture; Rhodes Scholar and Professor of Economics at University College London, Professor Wendy Carlin presented the Banksia Association Lecture; and Murdoch University Adjunct Professor, Professor Harry F Recher delivered the annual Keith Roby Lecture.

Graduation ceremonies remained the University's premier events recognising student achievements and excellence, and showcasing Murdoch University to the broader community.

In 2014, five local and five international graduation ceremonies took place. The local ceremonies held in February and September included 1749 attending graduates, 68 PhD graduates and Honorary Degrees awarded to Mr John McCarthy AO, Mr Terry Budge, His Excellency Mr Festus Mogae and Professor Wendy Carlin. The international ceremonies in Singapore included 1469 graduating students, with distinguished alumni Barathan Pasupathi delivering the Occasional Address at the ceremony in October.

Alumni Relations

In 2014, the Alumni Relations office stayed in contact with more than 65,000 graduates through events in Hong Kong, Singapore, Kuala Lumpur and Dubai in addition to domestic events like a family fun day at Scitech.

The fourth annual Murdoch University Distinguished Alumni Awards took place in July with two outstanding winners announced. Julie Shuttleworth, General Manager of Fortescue's Cloudbreak Mine (WA) and Olivia Rousset, independent documentary film director were acknowledged for their skills, knowledge and innovation and their contributions to industry.

The Murdoch University Alumni Annual Appeal Scholarship was awarded to final year Bachelor of Education student, Nadia Dalecki in mid-2014. This ongoing scholarship is funded through the generous donations of Murdoch alumni.

The first Rockingham Regional Alumni Sundowner was also held this year.

Scholarships and Prizes

Thanks to the generous support of donors and funding bodies, Murdoch University was able to reward high achievers and assist students in meeting their financial commitments through a variety of scholarships and prizes.

New prizes were established in 2014 including the Criminal Lawyers Association Prize, Peter Caffin Prize for IT Professional Practice, and the Jim Ellis Prize for Best Information Technology Graduate. The Dr Daniel Berinson Engineering Prize is now being supported in perpetuity.

Thanks to the renewed support of the George Alexander Foundation, 2014 saw six annual scholarships valued at \$24,000 presented to regional Year 12 students relocating to Perth to study at Murdoch University. The Mineral Research Institute Scholarship was also established and awarded for the first time in 2014.

The kind support of donors saw existing scholarships increase in value in 2014. Murdoch University received a gift from Dr Dirck Ditwiler's estate to increase the value of the Thelma Balyeat Memorial Scholarship for Women to be awarded in perpetuity. Through the generous support of the Leong family, the Professor ST Leong Memorial Scholarship was increased to the value of \$2,500.

The Mal and Karyl Nairn Global Voices Scholarship was established in 2014 and will be offered for the first time in 2015. The number of National Tertiary Education Union (NTEU) Indigenous Australian scholarships offered to students will also double in 2015.

The Rockingham Education Development Group (REDG) continued to raise significant funds to support local students in both undergraduate courses and local community leadership programmes. The Peel Community Fund Scholarship was also awarded for the first time in 2014.

Murdoch University Foundation

The Murdoch University Foundation accepts and manages funds generously donated by many private and corporate supporters and partners through bequests, capital campaigns, gifts and general donations. These funds are distributed as scholarships and prizes or can be targeted to specific areas of teaching, learning or research or to fund specific capital developments.

Since it was established in 2002, the Murdoch University Foundation has received more than \$22 million in donations and sponsorships.

Murdoch University art collection

Murdoch's art collection includes more than 1500 examples of the finest Australian contemporary art and is of national significance.

This important cultural asset has been enhanced through generous gifts and support from Murdoch friends and alumni. This support ensures the art collection remains an integral part of the learning experience at Murdoch, inspiring and enhancing students' understanding of contemporary art.

Murdoch is a registered donor recipient of the Federal Government's Cultural Gifts Program that encourages the gifting of significant cultural items to public art galleries, museums, libraries and approved collections by offering donors a tax deduction for the market value of the gift.

Murdoch University Veterinary Trust

The Murdoch University Veterinary Trust was established in 1996. Since its launch the Trust has supported the advancement of Australian veterinary science and education through the College of Veterinary Medicine by contributing almost \$4 million.

With the generous support of the community through individual donations and bequests, in 2014, the Veterinary Trust funded research, helped prepare new veterinarians for their careers, and provided the life-saving equipment for animals.

The Veterinary Trust also continued to manage sponsorship partnerships between the College and Hill's Pet Nutrition Australia, Boehringer Ingelheim, Perth Zoo, Novartis, Lyppard, Elanco, Virbac and Elders to provide funding for academic positions, student programs and continuing Veterinary Education events.

Murdoch engages with regional high school students through science

Murdoch University partnered with local high schools in the Peel and Rockingham regions to encourage more students to study science through a series of shows by international science celebrity Dr Chris Smith, aka the Naked Scientist during this year's National Science Week.

Dr Smith, a Sir Walter Murdoch Distinguished Adjunct Professor, performed his famous Naked Scientist Show several times for high school students in the region in addition to shows at the 2014 Murdoch University Open Day.

In addition to local shows, well-known science personalities Professor Lyn Beazley and Dr Karl Kruszelnicki joined Dr Smith on trips to Albany and Manjimup where they presented at the Growing Science Forum, encouraging students to consider a career in science.

Regional engagement activities like those at National Science Week were an opportunity for the University to further its commitment to engaging with students from the regions, providing them with opportunities to explore pathways towards a tertiary education they may not have previously considered within their reach.



Dr Chris Smith aka the Naked Scientist performs for local students during National Science Week.

Supporting the Community

Murdoch University has undertaken a range of activities to cultivate educational aspirations, help protect the natural environment and encourage cultural and commercial activity in the community.

In early October the University announced an exciting partnership with McDonald's Community Cinemas to host a summer outdoor cinema at the South Street Campus.

The community cinema partnership is closely aligned with Murdoch's vision to activate the campus by encouraging commercial activity in the area that directly benefits the local community.

Regional engagement

The University continued to engage with local business and industry in Peel and Rockingham, fostering relationships with the local community to promote Murdoch's research undertakings in the region through a number of events, partnerships and forums.

In November, Acting Vice Chancellor Professor Andrew Taggart attended the Peel Development Commission's CEDA conference as a keynote speaker with a presentation focused on the future of Peel as part of the Regional Development in WA Series, showcasing the great work of Murdoch researchers in the area.

Professor Taggart also continued in his role as chair of the City of Rockingham Education and Training Advisory Committee - a committee prioritising improved delivery of education to all ages in the City of Rockingham through the Learning City Strategy.

In addition, the University's engagement with the City of Rockingham, Challenger Institute and Vocational Education and Training (VET) providers continued to expand. Initiatives like the Young Professional Program developed by Murdoch and the Rockingham Kwinana Chamber of Commerce (RKCC) continued in 2014, as did an internship program that saw Tourism and Events students and local businesses play an important part in supporting community outreach goals.

The outstanding fundraising efforts of the Rockingham Education Development Group (REDG) provided additional support and opportunities for students at the Rockingham campus as did regular Alumni events.

Sustainability

Murdoch is committed to operating its campus and surrounds in a sustainable manner and in 2014 made significant progress towards a University-wide Environmental Sustainability Charter and Strategy.

Ongoing sustainability initiatives focused on biodiversity protection, energy conservation, water recycling, conservation and management including:

- Securing a \$70,000 State funded grant for a number of on campus biodiversity projects
- Four community tree planting days to support the endangered black cockatoo habitat that saw more than 200 volunteers get involved
- A \$5000 grant to purchase insulated stainless steel water bottles that were sold to staff for near cost-price
- A refurbishment project on the University's chilled water fountains and the new Proacqua machine on the South Street campus that contributed to a significant reduction in single-use plastic water bottles
- The development of a five year Water Efficiency Management Plan (WEMP) to assist with both ground and scheme water conservation initiatives
- Continuing groundwater quality monitoring projects, and maintaining a working Veterinary Farm, world-class sports fields and amenity landscaping below the University's groundwater abstraction licence.

In addition, Murdoch was awarded a Highly Commended in the Universities and State Government Agencies category of the Waste Authority's Infinity Awards for continuous improvement and best practice recycling management programmes.

Internal engagement

With a workforce of more than 2000 academic and professional staff, internal engagement is critical to fostering a collaborative culture that is outwardly reflected in the services the University provides the student community: a key priority in 2015. Murdoch is committed to providing programs and initiatives that support social justice and promote opportunities for all with a number of programs administered by the Human Resource Office (HRO) in 2014.

Reconciliation Action Plan 2015-2018

Through the Reconciliation Action Plan (RAP), the University furthered its vision of supporting a united and harmonious nation with equal opportunity for all. The RAP was endorsed by Reconciliation Australia and acts as an important tool to ensure the wants and needs identified by Aboriginal communities are appropriately addressed.

During the implementation of this plan over the next three years, Aboriginal Peoples will participate meaningfully to incorporate cultural knowledge and leadership into Murdoch University's three core priorities of research, learning and teaching and community engagement. The plan will be monitored following implementation and is subject to annual reporting requirements.

Disability Access and Inclusion Plan 2011-2016

In compliance with the *Western Australian Disability Services Act 1993*, the University's Disability Access and Inclusion Plan 2011-2015 (DAIP) ensures access to all Murdoch facilities for staff and students. In line with the DAIP, a number of programs were implemented to create an inclusive environment for staff and students to work and study free from harassment or discrimination resulting from a disability or medical condition.

More than 800 support plans were put in place for students with a disability or medical condition throughout the year in addition to the installation of audio loops in the Kim Beazley Lecture Theatre, a primary venue for teaching and events.

All new staff induction sessions referenced content around disability awareness or medical conditions in relation to employment practices and student policies, and all Murdoch activities, advertisements, publications and media comments acknowledged the rights and dignity of all equity groups, including people with disability and/or medical conditions.

Implementation of the current DAIP will continue until 2016. Review and revision of the plan will commence in 2015 to ensure compliance with the Disability Services Act 1993 (amended in 2004) that requires Murdoch University to review the DAIP every five years.

Supporting Social Justice

The Human Resources Office (HRO) supported the University's commitment to social justice and service to the community. In 2014, the Diversity and Social Justice team in collaboration with academic staff applied for, and received funding from the State Government to conduct research on African youth engagement with the criminal justice system.

In line with the University's RAP, a dedicated Industrial Relations and Diversity Officer was employed to focus on the effective recruitment and development of Aboriginal and Torres Strait Islander peoples.

Gender equality, diversity and social justice initiatives

The University held a series of successful women's networking events attracting more than 25 women's organisations and high profile speakers on campus throughout the year. Most notably, the former Governor General, the Honourable Dame Quentin Bryce, the Director of Workplace Gender Equality Agency (WGEA) Helen Conway, and the Sex Discrimination Commissioner, Elizabeth Broderick.

The University has fully complied with the WGEA Legislative Requirements for the 2014 reporting period, developing programs towards achieving an employer of Choice for Women Citation. One of these programs includes the Gender Equality Strategy and underpinning Policy that have been completed, providing Murdoch with a best practice standpoint to address the underrepresentation of female academic staff and women in senior leadership positions across the University.

A number of social justice events were also integrated into campus life to effectively engage the University's learning community, with International Women's Day celebrations and the 'Racism It Stops with Me' campaign taking centre stage.

Diversity Awareness and Interculturality

In 2014 the Equal Opportunity and Social Justice team reviewed the University's Diversity Awareness Training package to put more emphasis on interculturality and sexual harassment. The revised training was delivered to academic and professional staff.

The Murdoch University brand

Marketing profile

With a strong local, national and international reputation central to the Murdoch vision, the University has undertaken a brand repositioning approach to its overarching marketing strategy. This has positioned Murdoch as an international, research-intensive institution consistent with the vision outlined in the Strategic Plan 2012-2017, with positive results.

Research revealed that a key driver for student choice is the provision of appealing and relevant courses, and in 2014, Murdoch shifted the focus of its student recruitment campaigns to a course specific approach. Interim mid-year results showed an increase in applications for the courses promoted, compared to the same time last year. As a result of its success, this approach was retained for the Semester 1 2015 campaign that ran from August to November aimed solely at driving applications for next year.

Online profile

Website Renewal Project

A website Renewal Project Board was established to manage the redevelopment of Murdoch's website architecture. In addition to utilising out-dated technology, the University has undergone significant structural changes in the last 12 months resulting in a dated website that no longer meets the goals of the Strategic Plan. The scope for the new website is currently being defined, with significant work expected over the next three years.

Social media

The University had an ongoing presence on social media platforms including Twitter, Facebook and Instagram, and in 2014 launched ongoing editorial communications and monitoring on LinkedIn. All Murdoch social media platforms were used to deploy content as part of the ongoing Content Marketing Strategy and support centralised marketing campaigns on behalf of the University.

Media profile

In 2014, the University issued more than 100 media releases and responded to more than 700 media enquiries from local, national and international media.

Subject experts in both Academic and Professional Services roles continued to provide proactive and reactive comment to the media on a range of topical issues. The University's established and emerging expertise was sought out with high demand for international security, politics and counter-terrorism experts, and specialist researchers in Asia, health sciences, food production, agriculture and social issues.

Murdoch University Foundation Donors and Sponsors

The University works closely with a range of private donors and corporate supporters to enhance teaching, learning and research activities.

Donors and Partners have supported academic positions, clinical psychology translational work, dolphin and cetacean research, environmental and estuaries research, and health and medical research.

This support is not only an expression of generosity, but also a clear and beneficial investment in Murdoch students, research and the wider community.

Student Prizes

Allens
AMGEN Australia Pty Ltd
Anthropological Society of WA
Association of Chartered Certified Accountants
Australia-Japan Society of WA Inc
Australian Finance Conference
Australian Taxation Office
BMT Oceanica Consulting P/L
Mr Craig Bowie
Mr Malcolm Bradley
Mr Peter Brown
Bureau Veritas Minerals Pty Ltd
Professor David Butler
Mr Peter Caffin
Challenger Institute of Technology
Chamber of Commerce and Industry (CCI) Migration Services
Chamber of Commerce and Industry of WA
Mrs Lisa Chandler
Chiropractic and Osteopathic College of Australasia
City of Rockingham
Cocks MacNish
Communications Expert Group (CEG)
Dr Roberta Cowan
Criminal Lawyers Association of WA
Culshaw Miller Lawyers
Department of Employment
Department of Treasury
Mr Jim Ellis OAM
Engineers Australia
Environmental Protection Authority
Epichem Pty Ltd
Francis Burt Chambers
Frontier Software Pty Ltd
Governance Institute of Australia
Ms Laurelle Grimley
H & N Perry Estate Agents
HBF Run for a Reason
Herbert Smith Freehills
HWL Ebsworth Lawyers
IEEE WA Section
iiNet Limited
Independent Metallurgical Operations
Industrial Relations Society of Western Australia
Institute of Chartered Accountants in Australia
Issa Family
Japan Chamber of Commerce and Industry in Perth Inc
King & Wood Mallesons
Kulbardi Aboriginal Centre
May Trust
Murdoch University Environmental Science Association
Norton Rose Fulbright Australia
Office of the Auditor General
Orbit Health and Fitness Solutions
P&N Bank
Paterson & Dowding
Ms Diana Phang
Royal Australian Chemical Institute
SGS Lakefield Orestest P/L
Shine Lawyers
Ms Julie Shuttleworth
St John of God Health Care
Statewide Oil
Vo Family
WA Mining Club
WA Primary Principals' Association
Water Corporation (Leederville)
Wrays Lawyers

Student Scholarships

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Mr Tom Birrell
Mr Bruce Cairns
Cedar Woods Properties
City of Kwinana
City of Mandurah
City of Rockingham
Cockburn Cement
Coogee Chemicals Pty Ltd
Coolibah Total Caring
Ms Ainslie De Vos
The Estate of Dr Dirck Ditwiler
Eurotorp Pty Ltd
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GDF SUEZ Australian Energy
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Maxine Murray and Michael Wiggins
Jude van der Merwe
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City of Rockingham

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Ms Lynda Perry
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Services
Ms Ginette Peterfreund
Mrs Janice & Louie Polesello
Ms Robyn Pollard
Ms Iwona Polowy
Portec Veterinary Services
Mr William Porteous
Mr Peter Potter
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Miss Fiona Spurling
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Mr Neil St John
Ms Samantha Stuart
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Ms Natalie Tan
Mr Daniel Tartellin
Mrs A Taylor
Dr Suellen Taylor
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Mr Ian Wood
Ms Wendy Wood
Mr Matthew Woodcock
Mr John Woods
Mrs Brigid Woss
Mr Steve Wota
Mr Jason Wright
Mr Stephen Yearwood

Veterinary and Life Sciences Prizes

Dr Peter Adamson

Dr Veronica Anderson

Australian and New Zealand College of Vet Scientists

Australian and NZL College of Veterinary Scientists
(Epidemiology Chapter)

Australian Veterinary Association Ltd

Mrs Christina Backus

John M Bailey

Mr Simon Andrew Bell

Miss Marlene Carter

CenVet

Dr SC Chua

William Clark

Dr DJ Clark

Class of 2013 Vet

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Belinda & Michael Hopper

Rajni Joseph

Mr David Kerr

Mr John Kopriwa

Dr C McGill and Dr CM Rigby

Dr Ilana Mendels

Dr C Middle

Milne AgriGroup Pty Ltd

Dr Susan Moore

Murdoch Veterinary Student's Association

Emeritus Professor Malcolm Eric Nairn, AM

Mr Thomas Nelson

Dr Dan O'Brien

Dr Carolyn Oddie

Ozgene Pty Ltd

Perth Scientific

Mr Ian Pike

Pinjarra Rotary Club

Royal Canin Australia P/L

Dr Robyn Sharp

Ralph Swan

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The Centre for Animal Production Research

The Gentle Doctors

The Unusual Pet Vets

Ms Jane Underwood

Associate Professor Carol Warren

Wellard Rural Exports P/L

West Australian Pork Producers' Association

Dr Alexander Williams

Zoetis

Caring for Pets Participating Clinics

Bullsbrook Veterinary Clinic

Bunbury Veterinary Clinic

Busselton Veterinary Hospital

Coral Coast Veterinary Hospital

Cottesloe Animal Hospital

Drovers Vet Hospital

Foothills Animal Hospital

Grantham St Vet Clinic

Harradine and Associates Veterinary Hospital

Kalamunda Veterinary Clinic

Kenwick Veterinary Hospital

Midland Veterinary Hospital

Mira Mar Veterinary Hospital

Ranford Veterinary Hospital

Roleystone Animal Hospital

St Francis Veterinary Hospital

Valley Veterinary Centre

Vogue Vets

Many other donors and sponsors have supported the University, its students and the community, but have chosen to remain anonymous. In addition, some donors have previously provided funds to the Foundation to be held in perpetuity, with the income to be used each year for student prizes, scholarships, research and community projects. We thank all of our donors and sponsors for their generous support.



Disclosures and Legal Compliance

Certification of Financial Statements

The accompanying financial statements of Murdoch University and the accompanying consolidated financial statements have been prepared in accordance 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 2014 and the financial position as at 31 December 2014.

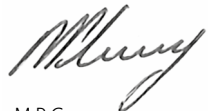
At the date of signing we are not aware of any circumstance which would render the particulars included in the financial statements misleading or inaccurate.



D N Flanagan
Chancellor



A C Taggart
Acting Vice Chancellor



M P Conry
Chief Finance Officer

9 March 2015

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.



D N Flanagan
Chancellor



A C Taggart
Acting Vice Chancellor

9 March 2015

Certification of Key Performance Indicators

We hereby certify that the 2014 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 ending 31 December 2014.



D N Flanagan
Chancellor



A C Taggart
Acting Vice Chancellor

9 March 2015

Independent Auditor's Report



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

MURDOCH UNIVERSITY

Report on the Financial Statements

I have audited the accounts and financial statements of the Murdoch University and the consolidated entity.

The financial statements comprise the Statement of Financial Position as at 31 December 2014, the Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows of the University and the consolidated entity for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

University Senate's Responsibility for the Financial Statements

The University Senate is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the Treasurer's Instructions, and for 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.

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the University's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the University Senate, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Murdoch University and the consolidated entity as at 31 December 2014 and their financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

Report on Controls

I have audited the controls exercised by the Murdoch University during the year ended 31 December 2014.

Controls exercised by the 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 legislative provisions.

University Senate's Responsibility for Controls

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

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by the Murdoch University based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the adequacy of controls to ensure that the University complies with the legislative provisions. The procedures selected depend on the auditor's judgement and include an evaluation of the design and implementation of relevant controls.

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

Opinion

In my opinion, the controls exercised by the Murdoch University are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions during the year ended 31 December 2014.

Report on the Key Performance Indicators

I have audited the key performance indicators of the Murdoch University for the year ended 31 December 2014.

The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide information on outcome achievement and service provision.

University Senate's Responsibility 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 controls as the University Senate determines necessary to ensure that the key performance indicators fairly represent indicated performance.

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the key performance indicators. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments the auditor considers internal control relevant to the University Senate's preparation and fair presentation of the key performance indicators in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the relevance and appropriateness of the key performance indicators for measuring the extent of outcome achievement and service provision.

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

Opinion

In my opinion, the key performance indicators of the Murdoch University are relevant and appropriate to assist users to assess the University's performance and fairly represent indicated performance for the year ended 31 December 2014.

Independence

In conducting this audit, I have complied with the independence requirements of the Auditor General Act 2006 and Australian Auditing and Assurance Standards, and other relevant ethical requirements.

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 the Murdoch University for the year ended 31 December 2014 included 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 and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. 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 refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



COLIN MURPHY
AUDITOR GENERAL
FOR WESTERN AUSTRALIA
Perth, Western Australia
11 March 2015



Financial Statements and Key Performance Indicators



Income Statement

for the year ended 31 December 2014

	Note	Consolidated		University	
		2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Income from continuing operations					
Australian Government financial assistance					
Australian Government grants	2	118,069	117,592	118,069	117,592
HELP - Australian Government payments	2	61,044	60,002	61,044	60,002
State and Local Government financial assistance	3	3,226	3,442	3,226	3,442
HECS-HELP - student payments		7,181	7,212	7,181	7,212
Fees and charges	4	82,897	83,114	89,922	89,907
Investment revenue	5	6,518	7,583	4,579	6,275
Consultancy and contract research	6	18,818	19,129	18,477	19,129
Other revenue	7	31,638	29,869	23,806	22,380
Total income from continuing operations		329,391	327,943	326,304	325,939
Other income from continuing operations					
Share of profit on investments accounted for using the equity method	38	152	272	-	-
Other investment income	5	8,117	24,883	7,432	24,394
Other income	7	1,722	199	1,722	199
Total other income from continuing operations		9,991	25,354	9,154	24,593
Total income from continuing operations		339,382	353,297	335,458	350,532
Expenses from continuing operations					
Employee related expenses	8	198,265	186,080	195,897	184,471
Depreciation and amortisation	9	15,523	15,619	15,523	15,617
Repairs and maintenance	10	9,291	9,585	8,031	7,958
Borrowing costs	11	529	553	529	553
Impairment of assets	12	469	2,426	469	2,376
Investment losses	5	7,043	200	6,145	147
Loss on disposal of assets		11	151	11	151
Other expenses	13	103,672	101,432	100,748	97,408
Total expenses from continuing operations		334,803	316,046	327,353	308,681
Net result before income tax		4,579	37,251	8,105	41,851
Income tax expense	14	1,675	1,302	1,521	1,268
Net result after income tax for the period attributable to members of Murdoch University		2,904	35,949	6,584	40,583

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

Statement of Comprehensive Income

for the year ended 31 December 2014

	Consolidated		University	
	2014	2013	2014	2013
Note	\$000's	\$000's	\$000's	\$000's
Net result after income tax	2,904	35,949	6,584	40,583
Gain / (Loss) on revaluation of land, buildings and infrastructure, net of tax	(1,645)	7,911	(4,381)	7,911
Cash flow hedge, net of tax	(46)	-	(46)	-
Total comprehensive income attributable to members of Murdoch University	1,213	43,860	2,157	48,494

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

Statement of Financial Position

as at 31 December 2014

	Note	Consolidated		University	
		2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Assets					
Current assets					
Cash and cash equivalents	15	159,834	146,901	98,738	105,953
Receivables	16	11,852	10,300	12,674	10,723
Inventories	17	1,331	1,797	1,322	1,791
Derivative financial instruments	18	46	-	46	-
Other financial assets	19	2,918	6,047	-	-
Prepayments	20	5,441	5,756	5,239	5,689
Total current assets		181,422	170,801	118,019	124,156
Non-current assets					
Receivables	16	-	-	4,034	-
Other financial assets	19	54,839	51,159	63,999	51,050
Other non-financial assets	20	31	158	31	158
Investments accounted for using the equity method	38	-	1,234	-	-
Investment properties	21	236,818	242,699	236,818	242,699
Property, plant and equipment	22	633,833	623,752	617,960	623,752
Intangible assets	23	9,714	8,797	9,714	8,797
Deferred tax assets	14	25	19	-	-
Total non-current assets		935,260	927,818	932,556	926,456
Total assets		1,116,682	1,098,619	1,050,575	1,050,612
Liabilities					
Current liabilities					
Trade and other payables	24	16,050	19,789	15,328	20,217
Borrowings	25	1,780	752	694	752
Provisions	26	47,503	46,098	36,200	34,545
Other liabilities	27	214,856	197,668	7,204	6,947
Total current liabilities		280,189	264,307	59,426	62,461
Non-current liabilities					
Borrowings	25	7,584	8,223	7,584	8,223
Provisions	26	5,973	4,585	5,973	4,585
Deferred tax liability	14	127	-	-	-
Total non-current liabilities		13,684	12,808	13,557	12,808
Total liabilities		293,873	277,115	72,983	75,269
Net assets		822,809	821,504	977,592	975,343
Equity					
Reserves	28	386,593	388,822	383,857	388,822
Retained earnings	28	436,216	432,682	593,735	586,521
Total equity		822,809	821,504	977,592	975,343

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 2014

	Reserves	Retained Earnings	Total
	\$000's	\$000's	\$000's
Consolidated			
Balance at 01 January 2014	388,822	432,682	821,504
Profit or loss	-	2,904	2,904
Revaluation of land, buildings and infrastructure	(1,645)	-	(1,645)
Cash flow hedges	46	-	46
Transfer to retained earnings	(630)	630	-
Balance at 31 December 2014	386,593	436,216	822,809
Consolidated			
Balance at 01 January 2013	380,911	396,733	777,644
Profit or loss	-	35,949	35,949
Revaluation of land, buildings and infrastructure	7,911	-	7,911
Balance at 31 December 2013	388,822	432,682	821,504
University			
Balance at 01 January 2014	388,822	586,521	975,343
Profit or loss	-	6,584	6,584
Revaluation of land, buildings and infrastructure	(4,381)	-	(4,381)
Cash flow hedges	46	-	46
Transfer to retained earnings	(630)	630	-
Balance at 31 December 2014	383,857	593,735	977,592
University			
Balance at 01 January 2013	380,911	545,938	926,849
Profit or loss	-	40,583	40,583
Revaluation of land, buildings and infrastructure	7,911	-	7,911
Balance at 31 December 2013	388,822	586,521	975,343

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 2014

	Note	Consolidated		University	
		2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Cash Flows from Operating Activities:					
Australian Government grants	2	180,000	174,368	180,000	174,368
State and Local Government grants		3,226	3,442	3,226	3,442
HECS-HELP - student payments		7,181	7,212	7,181	7,212
OS-HELP (net)	2	(54)	270	(54)	270
Receipts from student fees and other customers		134,046	129,733	133,175	131,088
Dividends received		215	294	106	209
Interest received		5,950	5,606	4,175	4,758
Payments to suppliers and employees		(315,596)	(288,919)	(307,419)	(281,093)
Interest and other costs of finance paid		(485)	(580)	(485)	(580)
Income taxes (paid)/refund		55	-	-	-
Net cash provided by operating activities		14,538	31,426	19,905	39,674
Cash Flows from Investing Activities:					
Proceeds from sale of property, plant and equipment		1,294	100	1,294	100
Payments for property, plant and equipment, intangibles and investment property		(18,929)	(31,451)	(18,929)	(31,451)
Proceeds from sale of financial assets		3,568	-	-	-
Repayment of loans by related parties		-	-	-	50
Payments for financial assets		(5,298)	(3,400)	(4,788)	-
Loan to related entity		-	-	(4,000)	-
Net cash used by investing activities		(19,365)	(34,751)	(26,423)	(31,301)
Cash Flows from Financing Activities:					
Repayment of borrowings		(617)	(643)	(617)	(643)
Repayment of finance leases		(80)	(247)	(80)	(247)
Initial resident loans received		18,457	30,097	-	-
Net cash provided by/(used in) financing activities		17,760	29,207	(697)	(890)
Net (decrease)/increase in cash and cash equivalents held		12,933	25,882	(7,215)	7,483
Cash and cash equivalents at beginning of year		146,901	121,019	105,953	98,470
Cash and cash equivalents at end of financial year	15	159,834	146,901	98,738	105,953
Financing arrangements	25				
Non-cash financing and investing activities	29				

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

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1. Summary of significant accounting policies

General Statement

The financial statements constitute general purpose financial statements which have been prepared in accordance with the Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board (AASB) as applied by the Treasurer's Instructions. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording.

Murdoch University applies Tier 1 reporting requirements.

The Financial Management Act and the Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over the Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

(a) Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, except for land, buildings, infrastructure and artworks which have been measured at fair value.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

Note 1 (x) 'Critical accounting estimates and judgements' discloses estimates and judgements made in the process of applying the Group's accounting policies resulting in the most significant effect on the amounts recognised in the financial statements. It also discloses key assumptions made concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

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 IFRS requirements.

(b) Basis of consolidation

Subsidiaries

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of the University as at 31 December 2014 and the results of all subsidiaries for the year then ended. The University and its subsidiaries together are referred to in this financial report as the Group or the consolidated entity.

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.

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, generally accompanying a shareholding of between 20% and 50% of the voting rights. 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 income statement, 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 income statement, while in the consolidated financial statements they reduce the carrying amount of the investment.

When the Group's share of losses in an associate equals 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.

(c) Revenue and income recognition

Revenue recognition

Revenue is recognised and measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances, rebates and amounts collected on behalf of third parties.

The Group recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Group and specific criteria have been met for each of the Group's activities as described below. In some cases this may not be probable until consideration is received or an uncertainty is removed. The Group bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is recognised for the major business activities as follows:

Grants (including research grants), donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Group obtains control over the assets comprising the contributions, usually when cash is received.

Research grants are recognised at their fair value when the Group obtains control of the right to receive the grant, it is probable that economic benefits will flow to the Group and it can be measured reliably.

Other non-reciprocal contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

HELP payments

Revenue from HELP is categorised into those received from the Australian Government and those received directly from students. Revenue is recognised and measured in accordance with the above disclosure.

Student fees and charges

Fees and charges are recognised as income in the year of receipt, except to the extent that fees and charges relate to courses to be held in future periods. Such income is treated as income in advance. Conversely, fees and charges relating to debtors are recognised as revenue in the year to which the prescribed course relates.

Interest revenue

Interest revenue is recognised as it accrues. The effective interest rate, which is the rate that discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset is used where applicable.

Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership control transfer to the purchaser and can be measured reliably.

Dividends

Dividend revenue is recognised net of any franking credits.

Revenue from distributions from subsidiaries is recognised by the University when the distributions are declared by the subsidiaries. As the University is a tax exempt entity, the University is entitled to claim the franking credits associated with the distributions from the taxation authority.

Lease income

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

Deferred management fees

Deferred management fees (DMF), relating to the retirement village, 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 increases in the market value of the independent living unit or serviced apartment is recognised on an emerging basis.

Where a rollover occurs prior to estimated tenure duration, the difference between the cash received and the accrued DMF is brought to account as revenue immediately.

Income recognition

Gains

Realised and unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

(d) Property, plant and equipment

Items of property, plant and equipment costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$5,000 are immediately expensed direct 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, library books, motor vehicles and artworks have no minimum capitalisation limit.

Initial recognition and measurement

All items of property, plant and equipment are initially recognised at cost. For items of property, plant and equipment acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land, buildings, infrastructure and artworks and the cost model for all other property, plant and equipment. Land and artworks are carried at fair value. Buildings and infrastructure are carried at fair value less accumulated depreciation. All other items of property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Fair value

Classes of non-current assets including land, buildings, infrastructure and artworks, measured at fair value, are revalued with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from fair value at reporting date.

Land has been determined on the basis of current use land value for the Murdoch University campus and market land value for all other land.

Buildings and infrastructure are valued at estimated current replacement costs less accumulated depreciation (depreciated replacement cost).

Artworks are valued at market value.

Revaluation increments, on a class of assets basis, are recognised in the asset revaluation reserve except that amounts reversing a decrement previously recognised as an expense are recognised as income. Revaluation decrements are only offset against revaluation increments in reserves relating to the same class of asset and any excess is recognised as an expense. At the date of revaluation accumulated depreciation are eliminated against the gross carrying amount of the building or infrastructure.

Upon disposal or derecognition of an item of land, buildings, infrastructure or artworks, any revaluation surplus relating to that asset is transferred directly to retained earnings.

Cost

The net book value of library books is based on the cost of acquisitions for three years to the end of the current financial year. The University has adopted a 'rolling depreciation' methodology for library books, whereby acquisitions in the fourth year preceding the reporting year are charged to depreciation.

All other plant and equipment assets are presented at cost less accumulated depreciation and accumulated impairment losses where appropriate.

The Group recognises in the carrying amount of an item of property, plant and equipment the cost of replacing part of such an item when that cost is incurred if it is probable that the future economic benefits embodied with the item will flow to the Group and the cost of the item can be measured reliably. All other costs are recognised in the income statement as an expense.

Gain or loss on disposal

The gain or loss on disposal of non-current assets is recognised as income/expense at the date control of the asset passes to the buyer, usually when an unconditional contract of sale is signed.

The gain or loss on disposal is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal (including incidental costs).

Depreciation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. Land is not depreciated.

The depreciation rates used are as follows:

Computer equipment	25%
Other equipment	12.5%
Buildings and infrastructure	2%
Plant	5%
Motor vehicles	16.67%
Leased plant & equipment	12.5%

Artworks are considered as 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.

The basis for depreciation and the depreciation rates are reviewed at the end of each reporting period.

(e) Intangible assets

Capitalisation/expensing of assets

The Group's intangible assets, electronic library materials, have no minimum capitalisation limit. The cost of utilising the assets is expensed (amortised) over their useful life. Electronic library materials have an expected useful life of 10 years.

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.

(f) Impairment of assets

Property, plant and equipment, intangibles, investment properties and financial assets 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 the recoverable amount and an impairment loss is recognised. Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised in profit or loss. Where a previously revalued asset is written down to recoverable amount, the loss is recognised as a revaluation decrement in other comprehensive income. As the University is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at the end of each reporting period.

(g) Investment property

Initially, investment property is measured at cost including transaction costs. Costs of enhancement to an existing investment property are capitalised. Costs of day-to-day servicing of an investment property are expensed.

Subsequent to initial recognition, investment property is stated at fair value. Fair value is determined by reference to market-based evidence, which is the amount for which the asset could be exchanged between a knowledgeable willing buyer and a knowledgeable willing seller in an arm's length transaction as at the valuation date.

Gains or losses arising from changes in the fair value of investment property are included as income in the income statement in the period in which they arise.

Investment property is de-recognised when it has either been disposed of or when the investment property is permanently withdrawn from use and no future benefit is expected from its disposal. Any gains or losses on de-recognition of an investment property are recognised in the income statement in the period of de-recognition.

Land held for development purposes is also classified as investment property.

When an item of property, plant and equipment is transferred to investment property following a change in its use, any differences arising at the date of transfer between the carrying amount of the item immediately prior to transfer and its fair value is recognised in the income statement.

If an investment property becomes owner-occupied, it is reclassified as property, plant and equipment and its fair value at the date of reclassification becomes its cost for accounting purposes of subsequent recording.

(h) Investments and other financial assets

Classification

The Group classifies its investments and other financial assets in the following categories: financial assets at fair value through profit or loss, loans and receivables and held-to-maturity investments. The classification depends on the purpose for which the investments and other financial assets were acquired. Management determines the classification of its investments at initial recognition and in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

Financial assets at fair value through profit or loss

This category has two sub-categories: financial assets held for trading, and those designated at fair value through profit or loss on initial recognition. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by management. The policy of management is to designate a financial asset if there exists the possibility it will be sold in the short term or the asset is subject to frequent changes in fair value. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the year end date.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Group provides money, goods or services directly to a debtor with no intention of selling the receivable. They are included in current assets, except for those with maturities greater than 12 months after the end of the reporting period which are classified as non-current assets. Loans and receivables are included in receivables in the statement of financial position.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Group's management has the positive intention and ability to hold to maturity.

Subsequent measurement

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method. Realised and unrealised gains and losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are included in the income statement in the period in which they arise.

Subsidiaries

Investments in subsidiaries are carried in the University's financial statements at cost less any impairment in value.

Other

In the Group's financial statements, investments in unlisted shares with no active market are carried at cost less any impairment in value.

(i) Inventories

Inventories are measured at the lower of cost and net realisable value with provisions being made for obsolescence where considered necessary. Costs are assigned by the method most appropriate to each particular class of inventory, with the majority being measured on a weighted average basis. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

(j) Provisions

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 when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period.

(k) 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'. The annual leave liability is recognised and measured at the present value or 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 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 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.

A liability for long service leave is recognised after an employee has completed four years of service based on remuneration rates current as at the end of the reporting period.

An actuarial assessment of long service leave undertaken by PWC Actuaries at 31 December 2014 determined that the liability measured using the short hand measurement technique above was not materially different from the liability determined using the present value of expected future payments. This calculation is consistent with the Group's experience of employee retention and leave taken.

Unconditional long service leave provisions are classified as current liabilities 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. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Group has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

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.

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.

(l) Leases

Leases of property, plant and equipment where the Group, as lessee, has substantially all the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other short-term and long-term payables. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases are depreciated over the shorter of the asset's useful life and the lease term.

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases (note 34). Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

(m) Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Trade receivables are due for settlement no more than 30 days.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for impairment of receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The amount of the provision is the difference between

the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate.

Cash flows relating to short-term receivable are not discounted if the effect of discounting is immaterial. The amount of the provision is recognised in the income statement.

(n) Borrowings

Borrowings are recognised initially at the fair value, being the proceeds received, net of transaction costs incurred. Subsequent to initial recognition, borrowings are stated at amortised cost with any difference between the proceeds (net of transaction costs) and redemption value being recognised in the income statement over the period of the borrowings on an effective interest basis.

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 year end date and does not expect to settle the liability for at least 12 months after the year end date.

(o) Borrowing costs

Borrowing costs are expensed as incurred unless they relate to the acquisition, construction or production of qualifying assets.

Qualifying assets are assets that take more than 12 months to get ready for their intended use or sale. In these circumstances, borrowing costs are capitalised to the cost of the assets.

Where funds are borrowed specifically for the acquisition, construction or production of a qualifying asset, the amount of borrowing costs capitalised is those incurred in relation to those borrowings, net of any interest earned on those borrowings. Where funds are borrowed generally, borrowing costs are capitalised using a weighted average capitalisation rate.

(p) Trade and other payables

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

(q) 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.

(r) Taxation

University

The University is an income tax exempt body in Australia. It is subject to foreign income tax for overseas operations.

Consolidated entity

Certain subsidiaries of the University are also tax exempt bodies. Other subsidiaries are taxable entities.

The income tax expense or revenue for the period is the tax payable/receivable on the current period's taxable income based on the national income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements, and to unused tax losses.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction (other than a business combination) that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses, only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax assets and liabilities are not recognised for temporary differences between the carrying amount and tax bases of investments in controlled entities where the parent entity is able to control the timing

of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Current and deferred tax assets and liabilities relating to the same taxation authority are offset when there is a legally enforceable right to offset current tax assets and liabilities and they are intended to be settled on a net basis, or the asset is to be realised and the liability settled simultaneously.

Current and deferred tax balances attributable to amounts recognised outside profit or loss are also recognised outside profit or loss.

(s) Resident loans

Resident loans, relating to the retirement village, are measured at the principal amount, plus the residents' share of any increase 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.

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.

Deferred management fee (DMF) receivable

DMF receivable represents the contractual amount receivable with reference to the underlying resident contract. The company has a contractual right of offset of the DMF receivable against the relevant resident loan.

(t) Cash and cash equivalents

For statement of cash flows presentation purposes, cash and cash equivalents includes 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, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

(u) Financial instruments

In addition to cash and bank overdraft, the Group has the following classes of financial instruments:

- Receivables and payables;
- Investments; and
- Interest bearing liabilities.

Financial instruments have been disaggregated into the following classes:

- Financial Assets
 - (i) Cash and cash equivalents
 - (ii) Receivables
 - (iii) Listed securities
 - (iv) Managed funds
- Financial Liabilities
 - (i) Payables
 - (ii) Borrowings
 - (iii) Lease liabilities

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.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

(v) Foreign currency translation and hedge accounting

Transactions denominated in currencies other than Australian dollars are recorded at the rates of exchange prevailing on the dates of the transactions. At each reporting date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rate of exchange prevailing at the reporting date. Non-monetary assets and liabilities carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the reporting date when the fair value was determined. Exchange gains and losses arising on retranslation are included in the income statement for the period.

Forward foreign exchange contracts are entered into as hedges to avoid or minimise possible adverse financial effects of movements in exchange rates. Such derivative financial instruments are stated at fair value. Changes in the fair value of derivative financial instruments that are designated and effective as hedges of future cash flows are recognised directly in equity and the ineffective portion is recognised immediately in the income statement.

When the hedged firm commitment results in the recognition of an asset or a liability, then, at the time the asset or liability is recognised, the associated gains or losses that had previously been recognised in equity are included in the initial measurement of the acquisition cost or other carrying amount of the asset or liability. For all other cash flow hedges, the gains or losses that are recognised in equity are transferred to the income statement in the same year in which the hedged firm commitment affects the net profit or loss, for example when the future sale actually occurs.

(w) Comparative figures

Comparative figures are, where appropriate, reclassified so as to be comparable with the figures represented in the current financial year.

(x) Critical accounting estimates and judgments

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a higher risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

a) Critical accounting estimates and assumptions

(i) Impairment of assets

The Group assesses impairment at each reporting date by evaluating conditions specific to the Group that may lead to impairment of assets. Where an impairment trigger exists, the recoverable amount of the assets is determined.

(ii) Artworks, land, buildings and infrastructure

Artworks, land, buildings and infrastructure are measured on a fair value basis and the valuation is determined based on market value for artworks, current use land value for the Murdoch University campus, market land value for all other land and estimated current replacement costs less accumulated depreciation for buildings and infrastructure.

(iii) Investment properties

Commercial building is measured annually on a fair value basis based on market based evidence.

The St Ives Retirement Village is fair valued using an industry specific valuation model updated with assumptions and advice on an annual basis. The key assumptions in this model include growth rates, life expectancies and discount rates applicable to the Retirement Village industry.

(iv) Leave provisions

Annual leave provision is discounted based on appropriate market yields on government bonds.

The assessment of the Group's long service leave provision is based on the appropriate inflation rates, discounting rates, probability and rates for employees leaving service and taking leave while in service.

b) Critical judgements in applying the Group's accounting policies

(i) 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.

(ii) 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.

(iii) 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.

(y) Initial application of an Australian Accounting Standard

The Group has applied the following Australian Accounting Standards effective for annual reporting periods beginning on or after 1 January 2014 that impacted on the Group.

Int 21	<p>Levies</p> <p>This Interpretation clarifies the circumstances under which a liability to pay a government levy imposed should be recognised. There is no financial impact for the Group at reporting date.</p>
AASB 10	<p>Consolidated Financial Statements</p> <p>This Standard, issued in August 2011, supersedes AASB 127 Consolidated and Separate Financial Statements and Int 112 Consolidation – Special Purpose Entities, introducing a number of changes to accounting treatments.</p> <p>The adoption of the new Standard has no financial impact for the Group as it does not impact accounting for related bodies and the Group has no interests in other entities.</p>
AASB 11	<p>Joint arrangements</p> <p>This Standard, issued in August 2011, supersedes AASB 131 Interests in Joint Ventures, introduces new principles for determining the type of joint arrangement that exists, which are more aligned to the actual rights and obligations of the parties to the arrangement.</p> <p>There is no financial impact for the Group as the new standard continues to require the recognition of the Group's share of assets and share of liabilities for the unincorporated joint operation.</p>
AASB 12	<p>Disclosure of Interests in Other Entities</p> <p>This Standard, issued in August 2011, supersedes disclosure requirements in AASB 127 Consolidated and Separate Financial Statements, AASB 128 Investments in Associates and AASB 131 Interests in Joint Ventures.</p> <p>There is no financial impact.</p>
AASB 127	<p>Separate Financial Statements</p> <p>This Standard, issued in August 2011, supersedes AASB 127 Consolidated and Separate Financial Statements removing the consolidation requirements of the earlier standard whilst retaining accounting and disclosure requirements for the preparation of separate financial statements. There is no financial impact.</p>

AASB 128	<p>Investments in Associates and Joint Ventures</p> <p>This Standard supersedes AASB 128 Investments in Associates, introducing a number of clarifications for the accounting treatments of changed ownership interest. The adoption of the new Standard has no financial impact for the Group as it does not hold investments in associates and joint ventures.</p>	AASB 2013-4	<p>Amendments to Australian Accounting Standards – Novation of Derivatives and Continuation of Hedge Accounting [AASB 139]</p> <p>This Standard permits the continuation of hedge accounting in circumstances where a derivative, which has been designated as a hedging instrument, is novated from one counterparty to a central counterparty as a consequence of laws or regulations. The Group does not routinely enter into novation of derivatives or hedges, therefore there is no financial impact.</p>
AASB 1031	<p>Materiality</p> <p>This Standard supersedes AASB 1031 (February 2010), removing Australian guidance on materiality not available in IFRSs and refers to guidance on materiality in other Australian pronouncements. There is no financial impact.</p>	AASB 2013-8	<p>Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not for Profit Entities – Control and Structured Entities [AASB 10, 12 & 1049]</p> <p>The amendments, issued in October 2013, provide significant guidance in determining whether a not-for-profit entity controls another entity when financial returns are not a key attribute of the investor's relationship. The Standard has no financial impact in its own right, rather the impact results from the adoption of the amended AASB 10.</p>
AASB 2011-7	<p>Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Int 5, 9, 16 & 17]</p> <p>This Standard gives effect to consequential changes arising from the issuance of AASB 10, AASB 11, AASB 127 Separate Financial Statements and AASB 128 Investments in Associates and Joint Ventures. There is no financial impact for the Group.</p>	AASB 2013-9	<p>Amendments to Australian Accounting Standards - Conceptual Framework, Materiality and Financial Instruments</p> <p>This omnibus Standard makes amendments to other Standards arising from the deletion of references to AASB 1031 in other Standards for periods beginning on or after 1 January 2014 (Part B). Part B of the Standard has no financial impact.</p>
AASB 2012-3	<p>Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities [AASB 132]</p> <p>This Standard adds application guidance to AASB 132 to address inconsistencies identified in applying some of the offsetting criteria, including clarifying the meaning of “currently has a legally enforceable right of set-off” and that some gross settlement systems may be considered equivalent to net settlement. There is no financial impact.</p>		
AASB 2013-3	<p>Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets</p> <p>This Standard introduces editorial and disclosure changes. There is no financial impact.</p>		

(z) Future impact of Australian Accounting Standards not yet operative

The Group has not applied the following Australian Accounting Standards that have been issued that may impact the Group. Where applicable, the Group plans to apply these Australian Accounting Standards from their application date.

		Operative for reporting period beginning on/after
AASB 9	<p>Financial Instruments</p> <p>This Standard supersedes AASB 139 Financial Instruments: Recognition and Measurement, introducing a number of changes to accounting treatments.</p> <p>The mandatory application date of this Standard is currently 1 January 2018 after being amended by AASB 2012-6, AASB 2013-9, and, AASB 2014-1 Amendments to Australian Accounting Standards. The Group has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2018
AASB 2009-11	<p>Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 & 1038 and Int 10 & 12]</p> <p>The mandatory application date of this Standard is currently 1 January 2018 after being amended by AASB 2012-6 and AASB 2014-1 Amendments to Australian Accounting Standards.</p>	1 Jan 2018
AASB 2010-7	<p>Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Int 2, 5, 10, 12, 19 & 127]</p> <p>This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010. The mandatory application date of this Standard has been amended by AASB 2012-6 and AASB 2014-1 to 1 January 2018. The Group has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2018

		Operative for reporting period beginning on/after			Operative for reporting period beginning on/after
AASB 2013-9	Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments	1 Jan 2017	AASB 2014-3	Amendments to Australian Accounting Standards – Accounting for Acquisitions of Interests in Joint Operations [AASB 1 & 11]	1 Jan 2016
	Part C of this omnibus Standard defers the application of AASB 9 to 1 January 2017 (Part C). The application date of AASB 9 was subsequently deferred to 1 January 2018 by AASB 2014-1. The Group has not yet determined the application or the potential impact of AASB 9.			The Group establishes Joint Operations in pursuit of its objectives and does not routinely acquire interests in Joint Operations. Therefore, there is no financial impact on application of the Standard.	
AASB 2014-1	Amendments to Australian Accounting Standards		AASB 2014-4	Amendments to Australian Accounting Standards – Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 & 138]	1 Jan 2016
	Part A changes consist primarily of clarifications to Accounting Standards and have no financial impact for the Group.	1 Jul 2014		The adoption of the new Standard has no financial impact for the Group as depreciation and amortisation is not determined by reference to revenue generation, but by reference to consumption of future economic benefits.	
	Part B has no financial impact as the Group contributes to schemes that are either defined contribution plans, or deemed to be defined contribution plans.	1 Jul 2014			
	Part C has no financial impact as the Standard removes references to AASB 1031 Materiality from a number of Accounting Standards.	1 Jul 2014			
	Part D has no financial impact as the Group is not required to apply AASB 14 Regulatory Deferral Accounts.	1 Jan 2016			
	Part E makes amendments to AASB 9 and consequential amendments to other Standards. It has not yet been assessed by the Group to determine the application or potential impact of the Standard.	1 Jan 2018			

The following Australian Accounting standards and Interpretations are not applicable to the Group as they will have no impact:

Operative for reporting periods beginning on/after

AASB 1053	Application of Tiers of Australian Accounting Standards	1 Jul 2014
AASB 2010-2	Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements [AASB 1,2,3,5,7,8,101,102,107,108,110,111,112,116,117,119,121,123,124,127,128,131,133,134,136,137,138,140,141,1050&1052 and Int 2,4,5,15,17,127,129&1052]	1 Jul 2013
AASB 2011-2	Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project - Reduced Disclosure Requirements [AASB 101 & 1054]	1 Jul 2013
AASB 2011-4	Amendments to Australian Accounting Standards to Remove Individual Key Management Personnel Disclosure Requirements [AASB 124]	1 Jul 2013
AASB 2011-6	Amendments to Australian Accounting Standards - Extending Relief from Consolidation, the Equity Method and Proportionate Consolidation - Reduced Disclosure Requirements [AASB 127, 128 & 131]	1 Jul 2013
AASB 2011-11	Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements	1 Jul 2013
AASB 2012-1	Amendments to Australian Accounting Standards - Fair Value Measurement - Reduced Disclosure Requirements [AASB 3,7,13, 140 & 141]	1 Jul 2013
AASB 2012-4	Amendments to Australian Accounting Standards – Government Loans [AASB 1]	1 Jul 2013
AASB 2012-7	Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements [AASB 7, 12, 101 & 127]	1 Jul 2013
AASB 2012-11	Amendments to Australian Accounting Standards - Reduced Disclosure Requirements and Other Amendments [AASB 1,2,8,10,107,128,133,134 & 2011-4]	1 Jul 2013
AASB 2013-5	Amendments to Australian Accounting Standards - Investment Entities [AASB 1,3,7,10,12,107,112,124,127,132,134 & 139]	1 Jan 2014
AASB 2013-6	Amendments to AASB 136 arising from Reduced Disclosure Requirements	1 Jan 2014
AASB 2013-7	Amendments to AASB 1038 arising from AASB 10 in relation to consolidation and interests of policyholders [AASB 1038]	1 Jan 2014

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

(a) Commonwealth Grants Scheme and Other Grants

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Commonwealth Grants Scheme (CGS) ^{#1}	85,088	85,529	85,088	85,529
Disability Support Program	76	172	76	172
Indigenous Support Program	549	640	549	640
Partnership and Participation Program ^{#2}	2,346	2,452	2,346	2,452
Promotion of Excellence in Learning and Teaching	120	561	120	561
Reward funding - CGS income	-	213	-	213
Total Commonwealth Grants Scheme and Other Grants	88,179	89,567	88,179	89,567

(b) Higher Education Loan Programs

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
HECS - HELP	53,098	51,552	53,098	51,552
FEE - HELP ^{#3}	6,629	7,242	6,629	7,242
SA - HELP	1,317	1,208	1,317	1,208
Total Higher Education Loan Programs	61,044	60,002	61,044	60,002

(c) Scholarships

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Australian Postgraduate Awards	2,716	2,317	2,716	2,317
Commonwealth Accommodation Scholarships ^{#4}	47	54	47	54
Commonwealth Education Costs Scholarships ^{#4}	104	120	104	120
International Postgraduate Research Scholarships	268	266	268	266
Indigenous Access Scholarships	206	142	206	142
Total Scholarships	3,341	2,899	3,341	2,899

(d) Education Research

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Research Training Scheme	8,132	8,481	8,132	8,481
Sustainable Research Excellence in Universities	1,202	1,246	1,202	1,246
Research Infrastructure Block Grants	1,273	1,329	1,273	1,329
Joint Research Engagement Program	5,226	5,202	5,226	5,202
Total Education Research	15,833	16,258	15,833	16,258

(e) Australian Research Council (ARC)

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
(i) Discovery				
Fellowships ^{#5}	(124)	215	(124)	215
Indigenous Researchers Development Projects	390	-	390	-
Total Discovery	1,400	1,622	1,400	1,622
(ii) Linkages				
Infrastructure Project	80	-	80	-
Total Linkages	908	885	908	885
Total ARC	2,654	2,722	2,654	2,722

(f) Other Australian Government financial assistance

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Non research funding	5,069	3,461	5,069	3,461
Research funding	2,993	2,685	2,993	2,685
Total Other Australian Government financial assistance	8,062	6,146	8,062	6,146
Total Australian Government financial assistance	179,113	177,594	179,113	177,594

^{#1} Includes the basic CGS grant amount, CGS - Regional Loading, CGS - Enabling Loading, Maths and Science Transition Loading and Full Fee Places Transition Loading.

^{#2} Includes Equity Support Program.

^{#3} Program is in respect of FEE-HELP for Higher Education only.

^{#4} Includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships respectively.

^{#5} Includes Early Career Researcher Award.

Reconciliation

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Australian Government grants	118,069	117,592	118,069	117,592
HECS - HELP	53,098	51,552	53,098	51,552
FEE - HELP	6,629	7,242	6,629	7,242
SA - HELP	1,317	1,208	1,317	1,208
Total Australian Government financial assistance	179,113	177,594	179,113	177,594

(g) Australian Government grants received - Cash Basis

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
CGS and other Education grants	88,179	89,325	88,179	89,325
Higher Education Loan Programs	61,484	59,134	61,484	59,134
Scholarships	3,832	739	3,832	739
Education Research	15,833	16,258	15,833	16,258
ARC grants - Discovery	1,622	1,881	1,622	1,881
ARC grants - Linkages	988	885	988	885
Other Australian Government financial assistance	8,062	6,146	8,062	6,146
Total Australian Government grants received - cash basis	180,000	174,368	180,000	174,368
OS-Help (net)	(54)	270	(54)	270
Total Australian Government funding received - cash basis	179,946	174,638	179,946	174,638

3. State and Local Government financial assistance

Non-Capital

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
State Government	2,693	2,817	2,693	2,817
Local Government	533	625	533	625
Total State and Local Government financial assistance	3,226	3,442	3,226	3,442

4. Fees and charges

Course fees and charges

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Fee-paying onshore overseas students	41,588	40,762	41,588	40,762
Fee-paying offshore overseas students	15,235	15,010	14,844	15,010
Continuing education	48	68	48	68
Fee-paying domestic postgraduate students	3,313	2,468	3,313	2,468
Other domestic course fees and charges	5,916	8,526	5,916	8,526
Total course fees and charges	66,100	66,834	65,709	66,834

Other non-course fees and charges

Student services and amenities fees from students	1,294	1,520	1,294	1,520
Facilities fees	1,075	1,133	1,075	1,133
Other fees and charges	5,228	5,628	6,077	6,356
Recovery charges	3,923	3,144	3,285	3,144
Parking fees	1,128	959	1,128	959
Rental and lease charges	4,149	3,896	11,354	9,961
Total other fees and charges	16,797	16,280	24,213	23,073

Total fees and charges

	82,897	83,114	89,922	89,907
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5. Investment income and losses

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
(i) Investment revenue and income				
<i>Investment revenue</i>				
Interest from bank bills and deposits	5,922	5,585	4,138	4,503
Dividends and franking credits received	215	294	106	209
Income distributions from managed funds	381	1,704	335	1,563
Total investment revenue	6,518	7,583	4,579	6,275
<i>Other investment income</i>				
Change in fair value of financial assets designated as at fair value through profit & loss	4,353	3,913	3,668	3,424
Net gain on financial asset through profit or loss	3,764	-	3,764	-
Fair value adjustment on investment property	-	20,970	-	20,970
Total other investment income	8,117	24,883	7,432	24,394
Total investment revenue and income	14,635	32,466	12,011	30,669
(ii) Investment losses				
<i>Other investment losses</i>				
Change in fair value of financial assets designated as at fair value through profit & loss	898	200	-	147
Fair value adjustment on investment property	6,145	-	6,145	-
Total other investment losses	7,043	200	6,145	147
Net investment revenue and income	7,592	32,266	5,866	30,522

6. Consultancy and contract research

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Research				
Contracts	18,316	18,507	17,975	18,507
Other				
Consultancy	502	622	502	622
Total consultancy and contract research	18,818	19,129	18,477	19,129

7. Other revenue and other income

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Other revenue				
Deferred management fee	5,300	4,399	-	-
Donations and bequests	1,004	1,803	1,773	2,289
Non-government grants	178	364	178	364
Subscriptions	1,311	1,315	1,311	1,315
Common service fees and electives	2,197	2,037	-	-
Statutory refunds	918	-	-	-
Other revenue	2,094	2,501	2,363	1,802
Scholarships and prizes	862	45	862	45
Sponsorships income	360	863	379	470
Trading income	17,414	16,542	16,940	16,095
Total other revenue	31,638	29,869	23,806	22,380
Other income				
Bad debts recovered or written back	1,722	199	1,722	199
Total other income	1,722	199	1,722	199

8. Employee related expenses

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Academic				
Salaries	74,186	71,478	73,727	71,478
Contribution to superannuation and pension schemes	10,830	10,535	10,819	10,535
Payroll tax	4,638	4,529	4,638	4,529
Workers compensation	462	530	462	530
Annual leave	1,488	1,843	1,489	1,843
Long service leave	3,402	2,008	3,402	2,008
Total academic	95,006	90,923	94,537	90,923
Non-academic				
Salaries	82,403	75,826	80,787	74,458
Contribution to superannuation and pension schemes	11,448	10,532	11,287	10,405
Payroll tax	5,169	4,772	5,080	4,689
Workers compensation	514	561	508	555
Annual leave	830	1,324	809	1,313
Long service leave	2,895	2,142	2,889	2,128
Total non-academic	103,259	95,157	101,360	93,548
Total employee related expenses	198,265	186,080	195,897	184,471

9. Depreciation and amortisation

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Depreciation				
Buildings	6,586	6,654	6,586	6,654
Infrastructure	495	436	495	436
Computer equipment	1,594	1,582	1,594	1,582
General equipment	3,517	3,517	3,517	3,515
Library books	666	981	666	981
Motor vehicles	303	293	303	293
Plant and equipment	535	386	535	386
Leased plant and equipment	72	148	72	148
Total depreciation	13,768	13,997	13,768	13,995
Amortisation				
Electronic library materials	1,755	1,622	1,755	1,622
Total depreciation and amortisation	15,523	15,619	15,523	15,617

10. Repairs and maintenance

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Buildings and grounds	7,624	8,159	6,682	6,776
Other	1,667	1,426	1,349	1,182
Total repairs and maintenance	9,291	9,585	8,031	7,958

11. Borrowing costs

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Finance lease charges in respect of finance leases	48	57	48	57
Interest expense	481	496	481	496
Total borrowing costs	529	553	529	553

12. Impairment of assets

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Doubtful debts	388	753	388	753
Impairment losses	81	1,673	81	1,623
Total impairment of assets	469	2,426	469	2,376

13. Other expenses

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Administration expenses	8,850	7,913	7,909	6,553
Advertising, marketing and promotions	3,583	3,462	3,468	3,264
Amenities and service fees	2	10	2	10
Audit fees, bank charges, legal costs, insurance and taxes	4,120	4,644	3,312	2,842
Consulting fees - other	18,100	16,103	18,341	16,452
Consulting fees - research	7,953	6,683	7,920	6,683
Cost of sales	4,834	4,822	4,829	4,818
Donations and sponsorships	732	718	750	718
Fair value movement in resident loans	321	75	-	-
General consumables	4,202	3,987	3,895	3,789
Licence and royalty fees	3,727	3,822	3,716	3,817
Non-capitalised equipment	2,903	5,373	2,821	5,373
Occupancy costs	6,758	7,048	6,416	6,775
Operating lease payments	2,659	3,298	2,563	2,861
Other expenses	4,787	3,458	4,778	3,449
Productivity improvement program costs	1,503	1,610	1,503	1,610
Scholarships, grants and prizes	18,907	17,698	18,907	17,698
Telecommunications	937	938	926	937
Travel and related staff development and training	8,794	9,770	8,692	9,759
Total other expenses	103,672	101,432	100,748	97,408

14. Income tax

(a) Income tax expense

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Current tax	1,378	1,305	1,346	1,268
Deferred tax	122	(3)	-	-
Adjustments for current tax of prior periods	175	-	175	-
Total	1,675	1,302	1,521	1,268

(b) Numerical reconciliation of income tax expense to prima facie tax payable

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Net result before income tax from continuing operations:	4,579	37,251	8,105	41,851
Add/(Less): Non-taxable operating result from Australian operations	4,288	(31,169)	(26)	(35,903)
	8,867	6,082	8,079	5,948
Tax at the Australian tax rate of 30% (2013: 30%)	2,660	1,825	2,424	1,784
Tax effect of amounts which are not deductible / (taxable) in calculating taxable income:	18	-	-	-
Sub total	2,678	1,825	2,424	1,784
Difference in overseas tax rate	(1,169)	(517)	(1,078)	(516)
Adjustment for current tax of prior periods	175	-	175	-
Previously unrecognised tax losses now recouped to reduce current tax expense	(9)	(6)	-	-
Income tax expense	1,675	1,302	1,521	1,268

(c) Tax losses

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Unused tax losses for which no deferred tax asset has been recognised	57	88	-	-
Potential tax benefit @ 30%	17	26	-	-

All unused tax losses were incurred by Australian entities.

(d) Deferred tax assets

The balance comprises temporary differences attributable to:

Amounts recognised in net result

	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Property, plant and equipment	3	1	-	-
Accruals	4	4	-	-
Provisions	18	14	-	-
Total deferred tax assets	25	19	-	-
Deferred tax assets to be recovered within 12 months	21	18	-	-
Deferred tax assets to be recovered after more than 12 months	4	1	-	-
Net deferred tax assets	25	19	-	-

Movements - Consolidated

Movements - Consolidated

At 1 January 2013

(Charged)/credited to the income statement

At 31 December 2013

(Charged)/credited to the income statement

At 31 December 2014

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
PP&E	2	4	10	16
Accruals	(1)	-	4	3
Provisions	1	4	14	19
Total	3	4	18	25

(e) Deferred tax liability

The balance comprises temporary differences attributable to:

	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Unrealised gain on investment	127	-	-	-
Net deferred tax liabilities	127	-	-	-
Deferred tax liabilities to be settled after more than 12 months	127	-	-	-

Movements - Consolidated

At 1 January 2013

Charged/(Credited) to the income statement

At 31 December 2013

(Credited) to the income statement

At 31 December 2014

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
2014	-	-	-	-
2013	-	-	-	-
2014	(127)	-	-	-
2014	(127)	-	-	-

15. Cash and cash equivalents

	Consolidated		University	
	2014	2013	2014	2013
	\$000's	\$000's	\$000's	\$000's
Current				
Cash at bank and on hand	24,137	20,018	17,088	13,881
Bank bills and deposits	135,697	126,883	81,650	92,072
Total cash and cash equivalents	159,834	146,901	98,738	105,953

(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	
	2014	2013	2014	2013
	\$000's	\$000's	\$000's	\$000's
Balances as above	159,834	146,901	98,738	105,953
Balance as per statement of cash flows	159,834	146,901	98,738	105,953

(b) Cash at bank and on hand

These are interest bearing at an average floating interest rate of 1.92% as at 31 December 2014 (2013 : 1.90%).

(c) Bank bills and deposits

The bank bills and deposits are bearing average fixed interest rates of 3.44% as at 31 December 2014 (2013 : 3.66%).

These deposits have an average maturity of 44 days.

16. Receivables

	Consolidated		University	
	2014	2013	2014	2013
	\$000's	\$000's	\$000's	\$000's
Current				
Trade receivables	11,667	10,678	12,257	11,189
Less: Provision for impaired receivables	(1,430)	(3,187)	(1,416)	(3,173)
	10,237	7,491	10,841	8,016
Other	1,615	2,809	1,833	2,707
Total current receivables	11,852	10,300	12,674	10,723
Non-current				
Loans receivable	-	540	4,034	540
Less: Provision for impaired loans	-	(540)	-	(540)
Total non-current receivables	-	-	4,034	-
Total receivables	11,852	10,300	16,708	10,723

(a) Impaired receivables

Impaired:

Movements in the provision for impaired receivables are as follows:

	Consolidated	
	2014	2013
	\$000's	\$000's
At 1 January	3,727	2,003
Provision for impairment recognised during the year	388	2,426
Receivables written off during the year as uncollectible	(963)	(503)
Amounts recovered or written back during the year	(1,722)	(199)
At 31 December	1,430	3,727

The creation and release of the provision for impaired receivables has been included in 'Impairment of assets' in the income statement. Assets impaired include trade debtors, student fees, loans and investments.

Amounts charged to the provision account are generally written off when there is no prospect of further recovery.

Past due date:

As at 31 December 2014 trade receivables of \$1,095K (2013: \$1,810K) were 90 or more days past due but not impaired. These relate mainly to student debt and to a number of customers for whom there is no recent history of default. The ageing analysis of these receivables is as follows:

	Consolidated	
	2014	2013
	\$000's	\$000's
Not past due	5,461	5,656
Past due 30 days	3,176	1,842
Past due 60 days	505	244
Past due 90 days or more	2,525	2,936
Total trade receivables due	11,667	10,678

The other amounts within receivables do not contain impaired assets and are not past due. Based on credit history, it is expected that these amounts will be received when due.

(b) Foreign exchange risk

The carrying amount of the Group's and University's current and non-current receivables are denominated in the following currencies:

	Consolidated		University	
	2014	2013	2014	2013
	\$000's	\$000's	\$000's	\$000's
Euro	18	19	18	19
US Dollars	870	299	870	299
	888	318	888	318
Current receivables	888	318	888	318
	888	318	888	318

A summarised analysis of the sensitivity of receivables to foreign exchange risk can be found in note 36.

(c) Fair value and credit risk

Current receivables (Consolidated & University)

Due to the short term nature of current receivables, the carrying value approximates fair value.

Non-current receivables

The maximum exposure to credit risk at the reporting date is the higher of the carrying value and fair value of each class of receivables mentioned above. The Group does not hold any collateral as security.

17. Inventories

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Current				
Bookshop	591	980	591	980
Veterinary Hospital	731	811	731	811
Other	9	6	-	-
Total current inventories	1,331	1,797	1,322	1,791

18. Derivative financial instruments

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Current assets				
Derivative financial instruments	46	-	46	-
Total derivative financial instruments	46	-	46	-

Instruments used by the Group

The Group is party to derivative financial instruments in the normal course of business in order to hedge exposure to fluctuations in foreign exchange rates in accordance with note 36.

Forward exchange contract - cash flow hedge

In order to protect against exchange rate movements, the University has entered into a forward exchange contract to purchase United States Dollars.

This contract is a hedging obligation for payments for the ensuing financial year. The contract is timed to mature when payments for international purchases are scheduled to be made.

The portion of the gain or loss on the hedging instrument that is determined to be an effective hedge is recognised directly in equity. When the cash flows occur, the University adjusts the initial measurement of the component recognised in the statement of financial position by the related amount deferred in equity.

19. Other financial assets

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Current				
Bank deposits	281	3,300	-	-
Financial assets at fair value through profit & loss - Listed securities	2,637	2,747	-	-
Total current other financial assets	2,918	6,047	-	-
Non-current				
Shares in subsidiaries - cost	-	-	9,278	100
Shares in unlisted entities - cost	10	110	10	10
Financial assets at fair value through profit & loss - Managed funds	54,829	51,049	54,711	50,940
Total non-current other financial assets	54,839	51,159	63,999	51,050
Total other financial assets	57,757	57,206	63,999	51,050

Changes in fair values of other financial assets at fair value through profit or loss are recorded in investment income and investment losses in the income statement (note 5).

20. Other non-financial assets

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Current				
Prepayments	5,441	5,756	5,239	5,689
Non-current				
Other non-financial assets	31	158	31	158
Total other non-financial assets	5,472	5,914	5,270	5,847

21. Investment properties

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Non-current				
Opening balance at 1 January	242,699	201,933	242,699	201,933
Fair value adjustment on investment property	(6,145)	20,970	(6,145)	20,970
Transfer (from)/to investment property	264	19,796	264	19,796
Closing balance at 31 December	236,818	242,699	236,818	242,699

Investment property includes a commercial building that is leased to a third party under an operating lease and the St Ives Retirement Village Murdoch.

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

(a) Amounts recognised in the income statement for the commercial building

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Rental income	1,366	1,314	1,366	1,314
Direct operating expenses	(116)	(100)	(116)	(100)
Fair value adjustment on investment property	(340)	485	(340)	485
Total recognised in profit or loss	910	1,699	910	1,699

(b) Amounts recognised in the income statement for St Ives Retirement Village Murdoch

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Fair value adjustment on investment property	(5,805)	20,485	(5,805)	20,485
Total recognised in profit or loss	(5,805)	20,485	(5,805)	20,485

(c) Operating lease (as lessor) - commercial building

The future minimum lease payments under non-cancelable leases are as follows:

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Within one year	1,176	1,366	1,176	1,366
Later than one year but not later than five years	-	1,176	-	1,176
	1,176	2,542	1,176	2,542

22. Property, plant and equipment

	Land	Buildings	Infrastructure	Construction in progress	Plant	Computing Equipment	Other Equipment	Motor Vehicles	Artworks	Library Books	Leased Plant and Equipment	Total
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
University												
At 01 January 2013												
- Cost	-	-	-	16,992	6,962	14,274	48,284	2,135	-	3,755	1,296	93,698
- Independent Valuation	219,005	332,772	15,898	-	-	-	-	-	4,956	-	-	572,631
- Murdoch Valuation	-	54	596	-	-	-	-	-	31	-	-	681
Accumulated depreciation and impairment	-	-	-	-	(1,513)	(9,333)	(31,389)	(1,059)	-	(1,463)	(629)	(45,386)
Net book amount	219,005	332,826	16,494	16,992	5,449	4,941	16,895	1,076	4,987	2,292	667	621,624
Year ended 31 December 2013												
Opening net book amount	219,005	332,826	16,494	16,992	5,449	4,941	16,895	1,076	4,987	2,292	667	621,624
Revaluation increment/(decrement)	11,480	(3,555)	(16)	-	-	-	-	-	2	-	-	7,911
Additions	-	452	10	24,734	427	637	1,516	464	302	616	52	29,210
Disposals	-	(38)	-	-	(74)	(214)	(777)	(55)	-	-	(44)	(1,202)
Transfers to investment property	-	-	-	(19,796)	-	-	-	-	-	-	-	(19,796)
Transfers to buildings & infrastructure	-	7,142	5,518	(12,660)	-	-	-	-	-	-	-	-
Transfers to other equipment	-	-	-	(1,001)	-	-	1,071	6	-	-	(76)	-
Transfers to plant	-	-	-	(2,459)	2,459	-	-	-	-	-	-	-
Depreciation charge	-	(6,654)	(436)	-	(386)	(1,582)	(3,515)	(293)	-	(981)	(148)	(13,995)
Closing net book amount	230,485	330,173	21,570	5,810	7,875	3,782	15,190	1,198	5,291	1,927	451	623,752
At 31 December 2013												
- Cost	-	-	-	5,810	9,697	12,741	45,176	2,403	-	2,908	838	79,573
- Independent Valuation	230,485	322,524	15,564	-	-	-	-	-	-	-	-	568,573
- Murdoch Valuation	-	7,718	6,054	-	-	-	-	-	5,291	-	-	19,063
Accumulated depreciation and impairment	-	(69)	(48)	-	(1,822)	(8,959)	(29,986)	(1,205)	-	(981)	(387)	(43,457)
Net book amount	230,485	330,173	21,570	5,810	7,875	3,782	15,190	1,198	5,291	1,927	451	623,752
Year ended 31 December 2014												
Opening net book amount	230,485	330,173	21,570	5,810	7,875	3,782	15,190	1,198	5,291	1,927	451	623,752
Revaluation increment/(decrement)	30	(4,374)	(37)	-	-	-	-	-	-	-	-	(4,381)
Additions	-	259	67	9,499	444	265	2,537	374	382	582	61	14,470
Disposals	(1,180)	-	-	-	-	(146)	(295)	(77)	-	-	-	(1,698)
Transfers to investment property	-	-	-	(264)	-	-	-	-	-	-	-	(264)
Transfers to profit or loss	-	-	-	(70)	-	-	-	-	-	-	-	(70)
Transfers to buildings & infrastructure	-	3,227	2,306	(5,533)	-	-	-	-	-	-	-	-
Transfers to other equipment	-	(282)	-	(3,302)	-	-	3,731	-	-	-	(147)	-
Transfers to plant	-	-	-	(1,591)	1,591	-	-	-	-	-	-	-
Impairment	-	-	-	-	-	-	(81)	-	-	-	-	(81)
Depreciation charge	-	(6,586)	(495)	-	(535)	(1,594)	(3,517)	(303)	-	(666)	(72)	(13,768)
Closing net book amount	229,335	322,417	23,411	4,549	9,375	2,307	17,565	1,192	5,673	1,843	293	617,960
At 31 December 2014												
- Cost	-	-	-	4,549	11,732	11,446	50,200	2,474	-	2,509	518	83,428
- Independent Valuation	229,335	311,659	15,182	-	-	-	-	-	-	-	-	556,176
- Murdoch Valuation	-	10,922	8,427	-	-	-	-	-	5,673	-	-	25,022
Accumulated depreciation and impairment	-	(164)	(198)	-	(2,357)	(9,139)	(32,635)	(1,282)	-	(666)	(225)	(46,666)
Net book amount	229,335	322,417	23,411	4,549	9,375	2,307	17,565	1,192	5,673	1,843	293	617,960

22. Property, plant and equipment (continued)

	Land	Buildings	Infrastructure	Construction in progress	Plant	Computing Equipment	Other Equipment	Motor Vehicles	Artworks	Library Books	Leased Plant and Equipment	Total
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Consolidated												
At 01 January 2013												
- Cost	-	-	-	16,992	6,962	14,274	48,323	2,135	-	3,755	1,296	93,737
- Independent Valuation	219,005	332,772	15,898	-	-	-	-	-	4,956	-	-	572,631
- Murdoch Valuation	-	54	596	-	-	-	-	-	31	-	-	681
Accumulated depreciation and impairment	-	-	-	-	(1,513)	(9,333)	(31,426)	(1,059)	-	(1,463)	(629)	(45,423)
Net book amount	219,005	332,826	16,494	16,992	5,449	4,941	16,897	1,076	4,987	2,292	667	621,626
Year ended 31 December 2013												
Opening net book amount	219,005	332,826	16,494	16,992	5,449	4,941	16,897	1,076	4,987	2,292	667	621,626
Revaluation increment/(decrement)	11,480	(3,555)	(16)	-	-	-	-	-	2	-	-	7,911
Additions	-	452	10	24,734	427	637	1,516	464	302	616	52	29,210
Disposals	-	(38)	-	-	(74)	(214)	(777)	(55)	-	-	(44)	(1,202)
Transfers to investment property	-	-	-	(19,796)	-	-	-	-	-	-	-	(19,796)
Transfers to buildings & infrastructure	-	7,142	5,518	(12,660)	-	-	-	-	-	-	-	-
Transfers to other equipment	-	-	-	(1,001)	-	-	1,071	6	-	-	(76)	-
Transfers to plant	-	-	-	(2,459)	2,459	-	-	-	-	-	-	-
Depreciation charge	-	(6,654)	(436)	-	(386)	(1,582)	(3,517)	(293)	-	(981)	(148)	(13,997)
Closing net book amount	230,485	330,173	21,570	5,810	7,875	3,782	15,190	1,198	5,291	1,927	451	623,752
At 31 December 2013												
- Cost	-	-	-	5,810	9,697	12,741	45,176	2,403	-	2,908	838	79,573
- Independent Valuation	230,485	322,524	15,564	-	-	-	-	-	-	-	-	568,573
- Murdoch Valuation	-	7,718	6,054	-	-	-	-	-	5,291	-	-	19,063
Accumulated depreciation and impairment	-	(69)	(48)	-	(1,822)	(8,959)	(29,986)	(1,205)	-	(981)	(387)	(43,457)
Net book amount	230,485	330,173	21,570	5,810	7,875	3,782	15,190	1,198	5,291	1,927	451	623,752
Year ended 31 December 2014												
Opening net book amount	230,485	330,173	21,570	5,810	7,875	3,782	15,190	1,198	5,291	1,927	451	623,752
Revaluation increment/(decrement)	30	(1,638)	(37)	-	-	-	-	-	-	-	-	(1,645)
Additions	-	13,396	67	9,499	444	265	2,537	374	382	582	61	27,607
Disposals	(1,180)	-	-	-	-	(146)	(295)	(77)	-	-	-	(1,698)
Transfers to investment property	-	-	-	(264)	-	-	-	-	-	-	-	(264)
Transfers to profit or loss	-	-	-	(70)	-	-	-	-	-	-	-	(70)
Transfers to buildings & infrastructure	-	3,227	2,306	(5,533)	-	-	-	-	-	-	-	-
Transfers to other equipment	-	(282)	-	(3,302)	-	-	3,731	-	-	-	(147)	-
Transfers to plant	-	-	-	(1,591)	1,591	-	-	-	-	-	-	-
Impairment	-	-	-	-	-	-	(81)	-	-	-	-	(81)
Depreciation charge	-	(6,586)	(495)	-	(535)	(1,594)	(3,517)	(303)	-	(666)	(72)	(13,768)
Closing net book amount	229,335	338,290	23,411	4,549	9,375	2,307	17,565	1,192	5,673	1,843	293	633,833
At 31 December 2014												
- Cost	-	-	-	4,549	11,732	11,446	50,239	2,474	-	2,509	518	83,467
- Independent Valuation	229,335	327,532	15,182	-	-	-	-	-	-	-	-	572,049
- Murdoch Valuation	-	10,922	8,427	-	-	-	-	-	5,673	-	-	25,022
Accumulated depreciation and impairment	-	(164)	(198)	-	(2,357)	(9,139)	(32,674)	(1,282)	-	(666)	(225)	(46,705)
Net book amount	229,335	338,290	23,411	4,549	9,375	2,307	17,565	1,192	5,673	1,843	293	633,833

23. Intangible assets

	Consolidated	University
	\$000's	\$000's
Electronic Library Materials		
At 1 January 2013		
- Cost	14,563	14,563
- Accumulated amortisation and impairment	(5,796)	(5,796)
Net book amount	8,767	8,767
Year ended 31 December 2013		
Opening net book amount	8,767	8,767
Additions	1,652	1,652
Amortisation charge	(1,622)	(1,622)
Closing net book amount	8,797	8,797
At 31 December 2013		
- Cost	16,215	16,215
- Accumulated amortisation and impairment	(7,418)	(7,418)
Net book amount	8,797	8,797
Year ended 31 December 2014		
Opening net book amount	8,797	8,797
Additions	2,672	2,672
Amortisation charge	(1,755)	(1,755)
Closing net book amount	9,714	9,714
At 31 December 2014		
- Cost	18,887	18,887
- Accumulated amortisation and impairment	(9,173)	(9,173)
Net book amount	9,714	9,714

24. Trade and other payables

	Consolidated		University	
	2014	2013	2014	2013
	\$000's	\$000's	\$000's	\$000's
Current				
Trade payables	1,030	1,029	1,887	1,910
Current tax liability	3,976	2,246	3,729	2,208
Accruals and other payables	11,044	16,514	9,712	16,099
Total current trade and other payables	16,050	19,789	15,328	20,217

(a) Foreign exchange risk

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

(b) Fair value

Current payables

Due to the short term nature of the current payables, their carrying value approximates their fair value.

25. Borrowings

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Current				
<i>Secured</i>				
Finance lease liabilities	102	136	102	136
Western Australian Treasury Corporation *	410	384	410	384
Total current secured borrowings	512	520	512	520
<i>Unsecured</i>				
Other liabilities	1,086	-	-	-
Western Australian Treasury Corporation *	182	232	182	232
Total current unsecured borrowings	1,268	232	182	232
Total current borrowings	1,780	752	694	752
Non-current				
<i>Secured</i>				
Finance lease liabilities	56	103	56	103
Western Australian Treasury Corporation *	7,255	7,665	7,255	7,665
Total non-current secured borrowings	7,311	7,768	7,311	7,768
<i>Unsecured</i>				
Western Australian Treasury Corporation *	273	455	273	455
Total non-current unsecured borrowings	273	455	273	455
Total non-current borrowings	7,584	8,223	7,584	8,223
Total borrowings	9,364	8,975	8,278	8,975

* The loans from Western Australian Treasury Corporation are as follows:

(i) Law building loan of \$178,867 (2013: \$217,381) which is unsecured, interest bearing at a fixed rate of 5.93% and repayable in quarterly instalments by October 2018.

(ii) Student Village loan of \$276,041 (2013: \$469,391) which is unsecured, interest bearing at a weighted average rate of 5.42% and repayable in quarterly instalments by October 2017.

(iii) Peel Campus loan 1 of \$5,374,919 (2013: \$5,642,017) which is secured by a Guarantee of the Treasurer of the State, interest bearing at a fixed rate of 6.69% and repayable in quarterly instalments by April 2027.

(iv) Peel Campus loan 2 of \$2,290,378 (2013: \$2,407,061) which is secured by a Guarantee of the Treasurer of the State, interest bearing at a weighted average interest rate of 2.59% and repayable in quarterly instalments by July 2017.

(a) Assets pledged as security

The carrying amounts of assets pledged as security for current and non-current borrowings are:

Non-current assets

Finance leases

Plant and equipment

Total assets pledged as security

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Plant and equipment	293	451	293	451
Total assets pledged as security	293	451	293	451

(b) Financing arrangements

Unrestricted access was available at balance date to the following lines of credit:

Bank facilities

Hire purchase facility

Facilities utilised at reporting date

Asset finance (Finance leases)

Facilities not utilised at reporting date

Asset finance (Finance Leases)

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Hire purchase facility	2,000	2,000	2,000	2,000
Total facilities utilised at reporting date	2,000	2,000	2,000	2,000
Asset finance (Finance leases)	158	238	158	238
Total facilities utilised at reporting date	158	238	158	238
Asset finance (Finance Leases)	1,842	1,762	1,842	1,762
Total facilities not utilised at reporting date	1,842	1,762	1,842	1,762

(c) Fair value

The fair value of the current and non-current borrowings equals their carrying value, as the impact of discounting is not significant.

26. Provisions

Current

Employee benefits:

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Annual leave	15,153	14,584	15,102	14,562
Long service leave	17,084	15,785	17,053	15,759

Other provisions

Employment on-costs	2,163	2,100	2,163	2,101
Management fees	11,209	11,506	-	-
Other provisions	1,894	2,123	1,882	2,123
Total current provisions	47,503	46,098	36,200	34,545

Non-current

Employee benefits:

Long service leave	5,722	4,382	5,722	4,382
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Other provisions:

Employment on-costs provision	251	203	251	203
Total non-current provisions	5,973	4,585	5,973	4,585

Total provisions

53,476	50,683	42,173	39,130
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- (a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

Within 12 months of the reporting period
More than 12 months after the end of the reporting period

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Within 12 months of the reporting period	8,195	8,126	8,166	8,114
More than 12 months after the end of the reporting period	6,958	6,458	6,936	6,448
	15,153	14,584	15,102	14,562

- (b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

Within 12 months of the reporting period
More than 12 months after the end of the reporting period

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Within 12 months of the reporting period	1,416	1,299	1,414	1,299
More than 12 months after the end of the reporting period	21,390	18,868	21,361	18,842
	22,806	20,167	22,775	20,141

Movements in other provisions

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

Employment on-costs provision

Balance at beginning of year	2,303	2,102	2,303	2,102
Additional provisions	653	652	653	652
Amounts used	(542)	(451)	(542)	(451)
Carrying amount at end of period	2,414	2,303	2,414	2,303

Management fees

Balance at beginning of year	11,506	10,553	-	-
Additional provisions	554	1,589	-	-
Amounts used	(851)	(636)	-	-
Carrying amount at end of period	11,209	11,506	-	-

Other

Balance at beginning of year	2,123	753	2,123	753
Additional provisions	1,828	2,056	1,816	2,056
Amounts used	(2,057)	(686)	(2,057)	(686)
Carrying amount at end of period	1,894	2,123	1,882	2,123

27. Other liabilities

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Current				
Income received in advance	19,070	18,210	4,289	5,305
Other liabilities	2,915	1,642	2,915	1,642
Resident loans	192,871	177,816	-	-
Total current other liabilities	214,856	197,668	7,204	6,947
* Resident loans obligation	240,425	221,667	-	-
Less: Deferred Management Fees (DMF) receivable	(47,554)	(43,851)	-	-
	192,871	177,816	-	-

Resident loans obligation and DMF receivable are recognised on a net basis due to the right of offset in accordance with AASB117.

28. Equity

Equity represents the residual interest in the net assets of the Group. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Reserves				
Property, plant and equipment revaluation reserve	386,547	388,822	383,811	388,822
Hedging reserve - cash flow hedges	46	-	46	-
Total reserves	386,593	388,822	383,857	388,822

Movement during the year:

	Consolidated		University	
Reserves				
Balance at beginning of year	388,822	380,911	388,822	380,911
Land, buildings and infrastructure	(1,645)	7,911	(4,381)	7,911
Transfer from reserves to retained earnings	(630)	-	(630)	-
Hedging reserve - cash flow hedges	46	-	46	-
Balance at end of year	386,593	388,822	383,857	388,822

Retained surplus

Balance at start of period	432,682	396,733	586,521	545,938
Result for the period	2,904	35,949	6,584	40,583
Transfer to retained earnings from reserve	630	-	630	-
Balance at end of period	436,216	432,682	593,735	586,521
Total Equity at end of period	822,809	821,504	977,592	975,343

29. Reconciliation of net result after income tax to net cash provided by operating activities

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Net result after income tax	2,904	35,949	6,584	40,583
<i>Adjustments for:</i>				
Depreciation and amortisation	15,523	15,619	15,523	15,617
(Gain)/loss on disposal of property, plant and equipment	11	151	11	151
Fair value (gain)/loss on other financial assets	(3,455)	(3,712)	(3,668)	(3,277)
Fair value (gain)/loss on investment property	6,145	(20,970)	6,145	(20,970)
Net gain on other financial assets	(3,764)	-	(3,764)	-
Fair value movement in resident loans	321	75	-	-
Share of net results of associates accounted for using the equity method	(152)	(272)	-	-
Impairment of assets	469	2,426	469	2,376
Provision of bad debt written back	-	-	(540)	-
Management fees	760	240	178	210
Income tax provision	(6)	-	-	-
Donations	(286)	(346)	(286)	(346)
Income from managed funds reinvested	(381)	(1,704)	(335)	(1,563)
<i>Changes in assets and liabilities:</i>				
(Increase) in receivables	(589)	(389)	(1,714)	(247)
Decrease in inventories	466	366	469	367
(Increase)/decrease in other assets	442	(807)	577	(805)
(Increase) in deferred tax assets	(6)	(3)	-	-
(Decrease)/increase in payables	(3,226)	1,787	(3,044)	5,298
Increase in provisions	825	7,601	3,043	4,748
(Decrease) in resident loans	(3,723)	(4,176)	-	-
Increase/(decrease) in other liabilities	2,260	(409)	257	(2,468)
Net cash provided by operating activities	14,538	31,426	19,905	39,674

30. Remuneration of auditors

During the year, the following fees were paid or payable for services provided by the auditor of the parent entity:

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Audit of Financial Statements				
Fees paid to Office of the Auditor General	304	296	247	240

31. Fair value measurement

(a) Non-financial assets measured at fair value

2014

Investment properties (Note 21)
Land (Note 22)
Buildings (Note 22)
Infrastructure (Note 22)

Total

Level 1 \$000's	Level 2 \$000's	Level 3 \$000's	Fair Value at end of period \$000's
-	236,818	-	236,818
-	229,335	-	229,335
-	-	338,290	338,290
-	-	23,411	23,411
-	466,153	361,701	827,854

2013

Investment properties (Note 21)
Land (Note 22)
Buildings (Note 22)
Infrastructure (Note 22)

Total

Level 1 \$000's	Level 2 \$000's	Level 3 \$000's	Fair Value at end of period \$000's
-	242,699	-	242,699
-	230,485	-	230,485
-	-	330,173	330,173
-	-	21,570	21,570
-	473,184	351,743	824,927

- 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)."

(b) Valuation techniques to derive fair values

Investment properties are measured on a fair value basis. The 2014 valuation of the commercial building was determined by independent valuer, McGees Property, utilising market based evidence.

The 2014 valuation of the St Ives Retirement Village Murdoch was determined by utilising a specific valuation model (developed by Ernst and Young), incorporating growth rates, life expectancy statistics, industry specific discount rates and updated market values of the residential units and apartments.

Land, buildings and infrastructure (classified as property, plant and equipment) are valued independently at least every three years, along with an annual desktop valuation.

The valuations as at 31 December 2014 determined by independent valuers, McGees Property (land, buildings and infrastructure), are on the basis of current use land value for the Murdoch University campus and market land value for all other land, estimated current replacement costs less accumulated depreciation for buildings and infrastructure.

(c) 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 2014.

	Buildings	Infrastructure	Total
	\$000's	\$000's	\$000's
2014			
Fair Value at start of period	330,173	21,570	351,743
Additions	16,341	2,373	18,714
Revaluation increment/(decrements) recognised through reserves	(1,638)	(37)	(1,675)
Depreciation Expense	(6,586)	(495)	(7,081)
Closing balance	338,290	23,411	361,701
2013			
Opening balance	332,826	16,494	349,320
Additions	7,594	5,528	13,122
Disposal	(38)	-	(38)
Revaluation increment/(decrements) recognised through reserves	(3,555)	(16)	(3,571)
Depreciation Expense	(6,654)	(436)	(7,090)
Closing balance	330,173	21,570	351,743

(d) Valuation process

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.

Fair value for existing use specialised building and infrastructure assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. Depreciated replacement cost is the current replacement cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed economic benefit, expired economic benefit or obsolescence of the asset. Determination of the current replacement cost of such assets held by the Group is calculated by reference to gross project size specifications and the historical cost, adjusted by relevant indices.

Fair value for restricted use land is based on market value, by either using market evidence of sales of comparable land that is unrestricted (low restricted use land), or, comparison with market evidence for land with low level utility (high restricted use land).

Significant Level 2 inputs used by the Group are derived and evaluated as follows:

Historical cost of building per square metre floor area (m²)

The costs of construction of specialised buildings are extracted from financial records of the Group, then indexed on advice from Quantity Surveyors Davson and Ward and confirmed by McGees Property (Independent Licensed Valuers).

Consumed economic benefit/obsolescence of asset

These are estimated by McGees Property.

Sales prices of appropriate land of low utility

These are selected by McGees Property.

Selection of land with similar approximate utility

Fair value for land with low level utility (high restricted use) is determined by comparison with market evidence for land with similar approximate utility. Relevant comparators of land with similar approximate utility are selected by Quantity Surveyors Davson and Ward and confirmed by McGees Property.

Historical cost per square metre (m²)

The costs of construction of infrastructure are extracted from financial records of the Group, then indexed on advice from Quantity Surveyors Davson and Ward and confirmed by McGees Property.

**(e) Information about significant unobservable inputs (Level 3)
in fair value measurements**

Description and fair value as at 31 December 2014	Valuation technique	Unobservable inputs	Range of unobservable inputs (probability - weighted average)	Relationship of unobservable inputs to fair value
Buildings	Depreciated Replacement Cost	Consumed economic benefit / obsolescence of asset	2% per year	Greater consumption of economic benefit or increased obsolescence lowers fair value.
		Historical cost per building per square metre floor area (m ²)	\$150-\$6,251/ m ² (\$2,889)	Higher historical cost per m ² increases fair value.
Infrastructure	Depreciated Replacement Cost	Consumed economic benefit / obsolescence of asset	2% per year	Greater consumption of economic benefit or increased obsolescence lowers fair value.
		Historical cost per square metre area (m ²)	\$5-\$996/ m ² (\$148)	Higher historical cost per m ² increases fair value.

Reconciliations of the opening and closing balances are provided in Note 22.

(f) Basis of valuation

In the absence of market-based evidence due to the specialised nature of the assets, non-financial assets are valued at Level 3 of the fair value hierarchy on an existing use basis. The existing use basis recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held for higher education purposes and the Group's enabling legislation.

32. Contingent assets and contingent liabilities

The University is subject to one litigation claim for which liability has been denied. Any legal claim will be defended and counter claim made where appropriate. The potential financial impact should this claim be successful cannot be reliably measured at this time and the University is of the belief that there will be no significant impact on the University's financial position.

33. Events subsequent to reporting date

There has not arisen in the period between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect significantly the operations or results of the Group.

34. Commitments for expenditure

The following commitments are GST inclusive.

(a) Capital commitments

Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:

Within one year

Total capital commitments

Consolidated		University	
2014	2013	2014	2013
\$000's	\$000's	\$000's	\$000's
946	2,038	946	2,038
946	2,038	946	2,038

(b) Lease commitments

(i) Operating leases

Commitments relating to non-cancelable operating leases are as follows:

Within one year

Later than one year but not later than five years

Total operating lease commitments

Consolidated		University	
2014	2013	2014	2013
\$000's	\$000's	\$000's	\$000's
1,062	1,147	1,062	1,147
777	866	777	866
1,839	2,013	1,839	2,013

(ii) Finance leases

Commitments relating to finance leases are as follows:

Within one year

Later than one year but not later than five years

Less: Future finance charges

Finance lease liabilities

108	147	108	147
60	106	60	106
168	253	168	253
(10)	(15)	(10)	(15)
158	238	158	238

Lease liabilities provided for in the financial statements:

Current

Non-current

Total lease liabilities

102	136	102	136
56	102	56	102
158	238	158	238

The weighted average interest rate implicit in the finance leases is 6.33% (2013: 7.01%).

(c) Other expenditure commitments

Commitments relating to other expenditure are as follows:

Within one year

Later than one year but not later than five years

Later than five years

Total other expenditure commitments

Consolidated		University	
2014	2013	2014	2013
\$000's	\$000's	\$000's	\$000's
2,032	3,541	2,032	3,541
638	2,853	638	2,853
-	620	-	620
2,670	7,014	2,670	7,014

35. Remuneration of senior officers and Senate members

Remuneration of senior officers

The total of fees, salaries, allowances, superannuation and other benefits received or due and receivable for the financial year by senior officers of the University:

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Base remuneration and superannuation	4,427	4,046	4,427	4,046
Annual leave and long service leave accruals	80	366	80	366
Other benefits	1,149	180	1,149	180
Total remuneration of senior officers	5,656	4,592	5,656	4,592

Note:

The increase in remuneration entitlements in 2014 compared to 2013 is largely related to once-off entitlements paid to senior officers who left the University in 2014.

The number of senior officers other than senior officers reported as members of the Senate, whose total of fees, salaries, allowances, superannuation and other benefits for the financial year, fall within the following bands are:

	Consolidated		University	
	2014	2013	2014	2013
\$20,001 – \$30,000	1 ^(#)	-	1 ^(#)	-
\$60,001 – \$70,000	-	1 ^(#)	-	1 ^(#)
\$80,001 – \$90,000	-	1 ^(#)	-	1 ^(#)
\$90,001 – \$100,000	1 ^(#)	-	1 ^(#)	-
\$100,001 – \$110,000	-	3 ^(#)	-	3 ^(#)
\$120,001 – \$130,000	-	1 ^(#)	-	1 ^(#)
\$140,001 – \$150,000	-	1 ^(#)	-	1 ^(#)
\$150,001 – \$160,000	-	2 ^(#)	-	2 ^(#)
\$180,001 – \$190,000	-	2 ^(#)	-	2 ^(#)
\$190,001 – \$200,000	-	1 ^(#)	-	1 ^(#)
\$210,001 – \$220,000	2	-	2	-
\$220,001 – \$230,000	1 ^(#)	-	1 ^(#)	-
\$240,001 – \$250,000	1 ^(#)	1	1 ^(#)	1
\$250,001 – \$260,000	1	-	1	-
\$260,001 – \$270,000	-	1	-	1
\$270,001 – \$280,000	1	-	1	-
\$280,001 – \$290,000	1 ^(#)	-	1 ^(#)	-
\$300,001 – \$310,000	2	2	2	2
\$330,001 – \$340,000	-	1	-	1
\$340,001 – \$350,000	2	-	2	-
\$350,001 – \$360,000	1	-	1	-
\$400,001 – \$410,000	1	-	1	-
\$450,001 – \$460,000	-	1	-	1
\$460,001 – \$470,000	-	1	-	1
\$480,001 – \$490,000	1	-	1	-
\$500,001 – \$510,000	1	-	1	-
\$590,001 – \$600,000	-	1	-	1
\$750,001 – \$760,000	1 ^(*)	-	1 ^(*)	-
	18	20	18	20

(*) Amount includes leave and/or one-off entitlements paid to senior officer who has ceased employment with the University.

(#) Includes employees who became or ceased to be a senior officer during the year.

Remuneration of Senate members

The total of fees, salaries, allowances, superannuation and other benefits received or due and receivable for the financial year by Senate members:

	Consolidated		University	
	2014 \$000's	2013 \$000's	2014 \$000's	2013 \$000's
Base remuneration and superannuation	1,464	1,296	1,464	1,296
Annual leave and long service leave accruals	(119)	137	(119)	137
Other benefits	247	59	247	59
Total remuneration of Senate members	1,592	1,492	1,592	1,492

The number of Senate members whose total of fees, salaries, allowances, superannuation and other benefits for the financial year, fall within the following bands are:

	Consolidated		University	
	2014	2013	2014	2013
\$0 – \$10,000	15	15	15	15
\$30,001 – \$40,000	-	1	-	1
\$40,001 – \$50,000	1	-	1	-
\$50,001 – \$60,000	1	-	1	-
\$70,001 – \$80,000	1	-	1	-
\$120,001 – \$130,000	1	-	1	-
\$140,001 – \$150,000	-	2	-	2
\$150,001 – \$160,000	1	-	1	-
\$180,001 – \$190,000	2	1	2	1
\$190,001 – \$200,000	-	1	-	1
\$760,001 – \$770,000	1	-	1	-
\$780,001 – \$790,000	-	1	-	1
	23	21	23	21

36. Financial instruments

Financial Risk Management

The Group's activities expose it to a variety of financial risks: market risk (including interest rate risk, foreign exchange risk and 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

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.

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's current policy is to enter into forward currency contracts to minimise its foreign exchange risk where there is an underlying actual currency exposure. The Group entered into a forward currency contract in December 2014 to hedge against the exchange rate risk arising from the anticipated payment of USD in the ensuing financial year. The contract is expected to be settled by December 2015.

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 ongoing monitoring by the Resources Committee to ensure there is no concentration of risk exposure in any one area.

Summarised sensitivity analysis

The following table summarises the sensitivity of the Group's financial assets and financial liabilities to interest rate.

	Interest rate risk				
	Carrying amount	-1%		+1%	
		Result	Equity	Result	Equity
\$000's	\$000's	\$000's	\$000's	\$000's	
2014					
Financial assets					
Cash and cash equivalents (Refer note 15)	159,834	(1,598)	(1,598)	1,598	1,598
Bank deposits (Refer note 19)	281	(3)	(3)	3	3
Financial liabilities					
Borrowings - floating interest rate (Refer note 25)	(2,566)	26	26	(26)	(26)
Total increase/(decrease)		(1,575)	(1,575)	1,575	1,575
2013					
Financial assets					
Cash and cash equivalents (Refer note 15)	146,901	(1,469)	(1,469)	1,469	1,469
Bank deposits (Refer note 19)	3,300	(33)	(33)	33	33
Financial liabilities					
Borrowings - floating interest rate (Refer note 25)	(2,876)	29	29	(29)	(29)
Total increase/(decrease)		(1,473)	(1,473)	1,473	1,473

The following table summarises the sensitivity of the Group's financial assets to foreign exchange risk. The Group's financial liabilities are denominated in Australian currency and not subject to foreign exchange risk.

	Foreign exchange risk				
	Carrying Amount	-5%		+5%	
		Result	Equity	Result	Equity
\$000's	\$000's	\$000's	\$000's	\$000's	
2014					
Financial Assets					
Amounts receivable in foreign currency (Refer note 16(b))	888	(44)	(44)	44	44
Total increase/(decrease)		(44)	(44)	44	44
2013					
Financial Assets					
Amounts receivable in foreign currency (Refer note 16(b))	318	(16)	(16)	16	16
Total increase/(decrease)		(16)	(16)	16	16

The following table summarises the sensitivity of the Group's financial assets and financial liabilities to price risk.

	Other price risk				
	Carrying amount	-10%		+10%	
		Result	Equity	Result	Equity
	\$000's	\$000's	\$000's	\$000's	\$000's
2014					
Financial assets					
Listed securities (refer note 19)	2,637	(264)	(264)	264	264
Managed funds (refer note 19)	54,829	(5,483)	(5,483)	5,483	5,483
Total increase/(decrease)		(5,747)	(5,747)	5,747	5,747
2013					
Financial assets					
Listed securities (refer note 19)	2,747	(275)	(275)	275	275
Managed funds (refer note 19)	51,049	(5,105)	(5,105)	5,105	5,105
Total increase/(decrease)		(5,380)	(5,380)	5,380	5,380

(b) Credit risk

The Group's maximum exposure to credit risk at year end date in relation to each class of recognised financial asset is the carrying amount of those assets indicated in the statement of financial position. The Group's credit risk is spread over a significant number of parties and is concentrated primarily in Australia. Notes 16(c) and 19 provide further details.

(c) Liquidity risk

Liquidity risk is managed through maintaining adequate cash reserves and borrowing facilities by continuously monitoring forecast and actual cash flows.

The following table provides a summary of the financial liabilities maturity on the undiscounted contractual cash flow basis for the Group for 2014 and 2013.

	Carrying Amount	Contractual cash flows	Maturity		
			1 year or less	1 to 5 years	Over 5 years
	\$000's	\$000's	\$000's	\$000's	\$000's
2014					
Financial liabilities					
Interest bearing liabilities (Refer note 25)	8,278	11,496	1,062	3,824	6,610
Payables (Refer note 24)	16,050	16,050	16,050	-	-
2013					
Financial liabilities					
Interest bearing liabilities (Refer note 25)	8,975	12,754	1,139	4,049	7,565
Payables (Refer note 24)	19,789	19,789	19,789	-	-

(d) Fair value estimation

The fair values of financial assets and liabilities are determined as follows:

- 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 fair value of "other financial assets" and "other financial liabilities" are determined in accordance with generally accepted pricing models based on discounted cash flow analysis using prices from observable current market transactions.
- Financial assets which include unlisted shares are measured at cost less impairment if no active market exists for those shares to be traded in and no fair value can be determined; and
- The carrying value less impairment provision of trade receivables is a reasonable approximation of their fair values due to the short term nature of trade receivables.
- All other financial assets and financial liabilities are recorded at amortised cost in the financial statements and their carrying value approximates their fair value.

Due to the short term nature of current receivables and current payables, their carrying value approximates their fair value.

The carrying amounts and aggregate net fair values of non-current financial assets and liabilities at balance date are:

	Carrying Amount		Fair Value	
	2014	2013	2014	2013
	\$000's	\$000's	\$000's	\$000's
Non-current financial assets				
Other financial assets (Refer note 19)	54,839	51,159	54,839	51,159
Non-current financial liabilities				
Borrowings (Refer note 25)	8,670	8,223	8,670	8,223

Fair value measurements recognised in the statement of financial position are categorised into the following levels:

	2014	Level 1 ^{#1}	Level 2 ^{#2}	Level 3 ^{#3}
	\$000's	\$000's	\$000's	\$000's
Non-current financial assets				
Other financial assets (Refer note 19)	54,839	54,829	-	10
Non-current financial liabilities				
Borrowings (Refer note 25)	8,670	8,670	-	-
	2013	Level 1^{#1}	Level 2^{#2}	Level 3^{#3}
	\$000's	\$000's	\$000's	\$000's
Non-current financial assets				
Other financial assets (Refer note 19)	51,159	51,049	-	110
Non-current financial liabilities				
Borrowings (Refer note 25)	8,223	8,223	-	-

^{#1} Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

^{#2} Level 2 - Quoted prices in active markets for similar items or valuation techniques where significant inputs are based on observable market data.

^{#3} Level 3 - Valuation technique where a significant input is not based on observable market data.

37. 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(b):

Name of entity	Principal activities	Country of incorporation	Class of Shares	Ownership interest		Net result	
				2014 %	2013 %	2014 \$000's	2013 \$000's
Parent entity							
Murdoch University		Australia					
Controlled entities							
Murdoch Investments Company Pty Ltd	Investment	Australia	Ordinary	100	100	-	-
Murdoch Retirement Services Pty Ltd ⁽¹⁾	Retirement Village	Australia	Ordinary	100	100	(2,134)	(5,762)
Innovative Chiropractic Learning Pty Ltd	Chiropractic Clinic	Australia	Ordinary	100	100	19	13
Murdoch Ventures Pty Ltd	Investment	Australia	Ordinary	100	100	296	87
Murdoch University Foundation	Trust	Australia		100	100	(709)	362
Murdoch University Veterinary Trust	Trust	Australia		100	100	(238)	444
M.U.F.T Company Pty Ltd	Corporate Trustee	Australia	Ordinary	100	100	-	-
Murdoch Singapore Pte Ltd ⁽²⁾	Education Provider	Singapore	Ordinary	100	-	318	-
Murdoch College Properties Pty Ltd ⁽³⁾	Property Investment	Australia	Ordinary	100	45	1	-

(1) Murdoch Retirement Services Pty Ltd (MRS) has been provided with a letter of support by Murdoch University due to the net current asset deficiency position. This position is distorted by the resident loans relating to the St Ives Retirement Village of \$192.9 million which are classified as current liabilities. Under Australian Accounting Standards and our policy as per note 1(s) of the financial statements, the resident loans are required to be recognised as current liabilities as residents have control over when they exit the village, not MRS. Thereby, MRS does not have an unconditional right to defer settlement. The classification of the resident loans as current liabilities operates under the assumption that MRS could be required to repay the entire liability at once. In practice however, this is unlikely to occur. Additionally, it is estimated that all payments required would be funded by the cash received from incoming new residents. This has been the situation since the retirement village commenced operations. Based on the above, the University does not expect that it will need to provide any support under this agreement.

(2) Murdoch Singapore Pte Ltd was established as a fully wholly owned subsidiary of the University in January 2014 in Singapore to further enhance student learning experience and the University's strategic interests in Singapore.

(3) Murdoch College Properties Pty Ltd became a fully owned subsidiary of the University on 31 December 2014 (refer note 38).

38. Investments accounted for using the equity method

Investments in associates

Information relating to associates is set out below.

Name and Principal Activities

The Group had 45% ownership and voting rights in Murdoch College Properties Pty Ltd up to 30 December 2014. On 31 December 2014 the remaining 55% was acquired resulting in Murdoch College Properties becoming a wholly owned subsidiary of the Group. The remeasurement to fair value of the Group's existing 45% interest in Murdoch College Properties Pty Ltd resulted in a gain of \$3,763,806 which has been included in investment revenue (refer note 5) in the income statement.

Carrying value

Murdoch College Properties Pty Ltd

Movement in carrying value

Carrying value at beginning of year

Share of net results of associate

Derecognition of interest held in associate

Carrying value at end of year

Results attributable to associate

Share of profit from ordinary activities before related income tax

Share of income tax expense

Share of profit from ordinary activities after related income tax

Share of retained profit at beginning of year

Derecognition of interest held in associate

Share of retained profit/(loss) at end of year

Summary of the performance and financial position of the associate

The aggregate profit, assets and liabilities of the associate is:

Profit from ordinary activities after related income tax expense

Total Assets

Total Liabilities

	Consolidated	
	2014	2013
	\$000's	\$000's
Murdoch College Properties Pty Ltd	-	1,234
Movement in carrying value		
Carrying value at beginning of year	1,234	962
Share of net results of associate	152	272
Derecognition of interest held in associate	(1,386)	-
Carrying value at end of year	-	1,234
Results attributable to associate		
Share of profit from ordinary activities before related income tax	277	370
Share of income tax expense	(125)	(98)
Share of profit from ordinary activities after related income tax	152	272
Share of retained profit at beginning of year	1,234	962
Derecognition of interest held in associate	(1,386)	-
Share of retained profit/(loss) at end of year	-	1,234
Summary of the performance and financial position of the associate		
The aggregate profit, assets and liabilities of the associate is:		
Profit from ordinary activities after related income tax expense	337	570
Total Assets	-	5,389
Total Liabilities	-	(2,647)

39. Related Parties

(a) Senate members and senior officers

Disclosures relating to Senate members and senior officers are set out in note 35.

(b) Controlled entities

Ownership interests in controlled entities are set out in note 37.

(c) Transactions with related parties

Aggregate amounts included in the determination of net result from ordinary activities that resulted from transactions with related parties:

Wholly owned entity

Donations, sponsorships and bequests

Interest paid

Other fees and charges

Rental and lease charges

Sponsorship income

Recovery of salaries

	University	
	2014	2013
	\$000's	\$000's
Donations, sponsorships and bequests	1,396	1,706
Interest paid	13	-
Other fees and charges	849	730
Rental and lease charges	7,265	6,065
Sponsorship income	91	58
Recovery of salaries	(598)	(634)

(d) Outstanding balances

Aggregate amounts receivable from, and payable to, each class of related parties at balance date:

Wholly owned entity

Inter - entity loan receivable

Inter - entity loan payable

	University	
	2014	2013
	\$000's	\$000's
Inter - entity loan receivable	5,182	206
Inter - entity loan payable	396	308

40. Supplementary financial information

Write-offs

Bad debts written off during the year
Property, plant and equipment written off during the year

Consolidated		University		
2014	2013	2014	2013	
\$000's	\$000's	\$000's	\$000's	
	963	503	963	503
	43	37	43	37
Total write-offs	1,006	540	1,006	540

Losses through theft and default

Where appropriate, reports were made to the police and insurance claims submitted where the value exceeded the excess on the University's insurance policy.

41. 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 AASB119 "Employee benefits".

Clause 34 of the Trust Deed provides a mechanism for reducing benefits if after initially falling below specified threshold levels and after a period of at least four years, the Accrued Benefit Index (ABI) and the Vested Benefit Index (VBI) are below those thresholds (100% and 95% respectively).

Financial position of the UniSuper defined benefit division

For comparative information purposes only, the financial position below is applicable to the whole UniSuper DBD incorporating all participating employers, not only Murdoch University.

As at 30 June 2014, the assets of the DBD in aggregate were estimated to be \$271 million above vested benefits, after allowing for various reserves. The VBI based on funding assumptions was 101.7%. 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 2014 the assets of the DBD in aggregate were estimated to be \$2,071 million above accrued benefits, after allowing for various reserves. The ABI based on best estimate assumptions was 114.7%. 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 Fundis actuary using the actuarial demographic assumptions outlined in their report on the actuarial investigation of the DBD as at 30 June 2014. The financial assumptions used were:

	Vested benefits	Accrued benefits
Gross of tax investment return - DBD pensions	6.10% p.a.	7.80% p.a.
Gross of tax investment return - commercial rate indexed pensions	3.70% p.a.	3.70% p.a.
Net of tax investment return - non pensioner members	5.50% p.a.	7.00% p.a.
Consumer Price Index	2.75% p.a.	2.75% p.a.
Inflationary salary increases long term	3.75% p.a.	3.75% p.a.

Assets have been included at their net market value; that is, after allowing for realisation costs.

Clause 34 was initiated following the 31 December 2008, 30 June 2011, 30 June 2012 and 30 June 2013 actuarial investigations.

Following the end of the monitoring period commenced in relation to the 31 December 2008 actuarial investigation, the UniSuper Limited Board made a decision not to reduce accrued benefits but to reduce the rate at which benefits accrue in respect of the DBD membership after 1 January 2015.

42. Acquittal of Australian Government Financial Assistance

(a) Education - CGS and Other Education Grants

Parent Entity (University) Only

Financial assistance received in CASH during the reporting period (total cash received from Australian Government for the program)

Net accrual adjustments

Revenue for the period

Surplus/(deficit) from the previous year

Total revenue including accrued revenue

Less expenses including accrued expenses

Surplus/(deficit) for the reporting period

Commonwealth Grants Scheme ^{#1}		Indigenous Support Program		Partnership & Participation Program ^{#2}		Disability Support Program		Diversity and Structural Adjustment Fund ^{#3}		Promo of Exc in Learning and Teaching	
2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
85,088	85,287	549	640	2,346	2,452	76	172	-	-	120	561
-	242	-	-	-	-	-	-	-	-	-	-
85,088	85,529	549	640	2,346	2,452	76	172	-	-	120	561
-	-	61	31	162	11	335	277	13	13	726	544
85,088	85,529	610	671	2,508	2,463	411	449	13	13	846	1,105
(85,088)	(85,529)	(585)	(610)	(2,524)	(2,301)	(152)	(114)	-	-	(471)	(379)
-	-	25	61	(16)	162	259	335	13	13	375	726

Parent Entity (University) Only

Financial assistance received in CASH during the reporting period (total cash received from Australian Government for the program)

Net accrual adjustments

Revenue for the period

Surplus/(deficit) from the previous year

Total revenue including accrued revenue

Less expenses including accrued expenses

Surplus/(deficit) for the reporting period

Reward Funding		Total	
2014	2013	2014	2013
\$000's	\$000's	\$000's	\$000's
-	213	88,179	89,325
-	-	-	242
-	213	88,179	89,567
-	-	1,297	876
-	213	89,476	90,443
-	(213)	(88,820)	(89,146)
-	-	656	1,297

^{#1} Includes basic CGS grant amount, CGS - Regional Loading, CGS - Enabling Loading, Maths and Science Transition Loading and Full Fee Places Transition Loading.

^{#2} Includes Equity Support Program.

^{#3} Includes Collaboration and Structural Adjustments Program.

(b) Higher education loan programmes (excl OS-HELP)

Parent Entity (University) Only

Cash Payable/(Receivable) at the beginning of the year	
Financial assistance received in cash during the reporting period	
Cash available for the period	
Revenue earned	
Cash Payable/(Receivable) at the end of the year	

HECS-HELP (Aust. Government payments only)		FEE-HELP ^{#4}		SA-HELP		Total	
2014	2013	2014	2013	2014	2013	2014	2013
\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
(337)	189	(174)	353	-	(185)	(511)	357
53,492	51,026	6,682	6,715	1,310	1,393	61,484	59,134
53,155	51,215	6,508	7,068	1,310	1,208	60,973	59,491
53,098	51,552	6,629	7,242	1,317	1,208	61,044	60,002
57	(337)	(121)	(174)	(7)	-	(71)	(511)

^{#4} Program is in respect of FEE-HELP for Higher Education only.

(c) Scholarships

Parent Entity (University) Only

Financial assistance received in CASH during the reporting period (total cash received from Australian Government for the program)	3,290	3,237	268	266	7	(1,281)	55	(1,336)	212	(147)	3,832	739
Net accrual adjustments	(574)	(920)	-	-	97	1,401	(8)	1,390	(6)	289	(491)	2,160
Revenue for the period	2,716	2,317	268	266	104	120	47	54	206	142	3,341	2,899
Surplus/(deficit) from the previous year	-	91	(160)	(155)	-	-	-	-	-	-	(160)	(64)
Total revenue including accrued revenue	2,716	2,408	108	111	104	120	47	54	206	142	3,181	2,835
Less expenses including accrued expenses	(2,716)	(2,408)	(286)	(271)	(104)	(120)	(47)	(54)	(206)	(142)	(3,359)	(2,995)
Surplus/(deficit) for the reporting period	-	-	(178)	(160)	-	-	-	-	-	-	(178)	(160)

Australian Postgraduate Awards		International Postgraduate Research Scholarships		Commonwealth Education Cost Scholarships ^{#5}		Commonwealth Accommodation Scholarships ^{#5}		Indigenous Access Scholarship		Total	
2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
3,290	3,237	268	266	7	(1,281)	55	(1,336)	212	(147)	3,832	739
(574)	(920)	-	-	97	1,401	(8)	1,390	(6)	289	(491)	2,160
2,716	2,317	268	266	104	120	47	54	206	142	3,341	2,899
-	91	(160)	(155)	-	-	-	-	-	-	(160)	(64)
2,716	2,408	108	111	104	120	47	54	206	142	3,181	2,835
(2,716)	(2,408)	(286)	(271)	(104)	(120)	(47)	(54)	(206)	(142)	(3,359)	(2,995)
-	-	(178)	(160)	-	-	-	-	-	-	(178)	(160)

^{#5} Includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships respectively.

(d) Education Research

Parent Entity (University) Only

Financial assistance received in CASH during the reporting period (total cash received from Australian Government for the program)	5,226	5,202	8,132	8,481	1,273	1,329	1,202	1,246	15,833	16,258
Revenue for the period	5,226	5,202	8,132	8,481	1,273	1,329	1,202	1,246	15,833	16,258
Surplus/(deficit) from the previous year	(1,571)	(520)	(133)	-	(345)	-	-	-	(2,049)	(520)
Total revenue including accrued revenue	3,655	4,682	7,999	8,481	928	1,329	1,202	1,246	13,784	15,738
Less expenses including accrued expenses	(6,092)	(6,253)	(8,340)	(8,614)	(1,440)	(1,674)	(1,202)	(1,246)	(17,074)	(17,787)
Surplus/(deficit) for the reporting period	(2,437)	(1,571)	(341)	(133)	(512)	(345)	-	-	(3,290)	(2,049)

Joint Research Engagement ^{#6}		Research Training Scheme		Research Infrastructure Block Grants		Sustainable Research Excellence in Universities		Total	
2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
5,226	5,202	8,132	8,481	1,273	1,329	1,202	1,246	15,833	16,258
5,226	5,202	8,132	8,481	1,273	1,329	1,202	1,246	15,833	16,258
(1,571)	(520)	(133)	-	(345)	-	-	-	(2,049)	(520)
3,655	4,682	7,999	8,481	928	1,329	1,202	1,246	13,784	15,738
(6,092)	(6,253)	(8,340)	(8,614)	(1,440)	(1,674)	(1,202)	(1,246)	(17,074)	(17,787)
(2,437)	(1,571)	(341)	(133)	(512)	(345)	-	-	(3,290)	(2,049)

(e) Australian Research Council Grants

(i) Discovery

Parent Entity (University) Only

Financial assistance received in CASH during the reporting period (total cash received from Australian Government for the program)	1,356	1,666	(124)	215	390	-	1,622	1,881
Net accrual adjustments	44	(44)	-	-	-	-	44	(44)
Revenue for the period	1,400	1,622	(124)	215	390	-	1,666	1,837
Surplus/(deficit) from the previous year	2,228	1,832	154	271	5	5	2,387	2,108
Total revenue including accrued revenue	3,628	3,454	30	486	395	5	4,053	3,945
Less expenses including accrued expenses	(1,052)	(1,226)	(15)	(332)	(406)	-	(1,473)	(1,558)
Surplus/(deficit) for the reporting period	2,576	2,228	15	154	(11)	5	2,580	2,387

Projects		Fellowships		Indigenous Researchers Development		Total	
2014	2013	2014	2013	2014	2013	2014	2013
\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
1,356	1,666	(124)	215	390	-	1,622	1,881
44	(44)	-	-	-	-	44	(44)
1,400	1,622	(124)	215	390	-	1,666	1,837
2,228	1,832	154	271	5	5	2,387	2,108
3,628	3,454	30	486	395	5	4,053	3,945
(1,052)	(1,226)	(15)	(332)	(406)	-	(1,473)	(1,558)
2,576	2,228	15	154	(11)	5	2,580	2,387

(ii) Linkages

Parent Entity (University) Only

Financial assistance received in CASH during the reporting period (total cash received from Australian Government for the program)	908	885	80	-	988	885
Revenue for the period	908	885	80	-	988	885
Surplus/(deficit) from the previous year	2,075	1,928	(188)	(188)	1,887	1,740
Total revenue including accrued revenue	2,983	2,813	(108)	(188)	2,875	2,625
Less expenses including accrued expenses	(659)	(738)	(80)	-	(739)	(738)
Surplus/(deficit) for the reporting period	2,324	2,075	(188)	(188)	2,136	1,887

Projects		Infrastructure		Total	
2014	2013	2014	2013	2014	2013
\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
908	885	80	-	988	885
908	885	80	-	988	885
2,075	1,928	(188)	(188)	1,887	1,740
2,983	2,813	(108)	(188)	2,875	2,625
(659)	(738)	(80)	-	(739)	(738)
2,324	2,075	(188)	(188)	2,136	1,887

(f) OS-HELP

Parent Entity (University) Only

Cash received during the reporting period	409	574
Cash spent during the reporting period	(463)	(304)
Net cash received	(54)	270
Cash surplus/(deficit) from the previous period	183	(87)
Cash surplus/(deficit) for the reporting period	129	183

2014	2013
\$000's	\$000's
409	574
(463)	(304)
(54)	270
183	(87)
129	183

(g) Student Services and Amenities Fees

Unspent/(overspent) revenue from previous period	62	-
SA-HELP revenue earned	1,317	1,208
Student Services and Amenities Fees direct from Students	1,294	1,517
Total revenue expendable in period	2,673	2,725
Student Services expenses during period	(2,614)	(2,663)
Unspent/(overspent) Student Services revenue	59	62

2014	2013
\$000's	\$000's
62	-
1,317	1,208
1,294	1,517
2,673	2,725
(2,614)	(2,663)
59	62

Key Performance Indicators 2014

On 3 October 2012, the University launched its Strategic Plan 2012-2017 to help achieve its goal of enhancing and advancing the quality and reputation of the University.

Strategic goals imply particular outcomes and the extent to which these have been achieved are transparently assessed using appropriate Key Performance Indicators (KPIs). KPIs to support the goals for the new strategic plan were approved by the Murdoch Senate in April 2014.

The Key Performance Indicators assess important measurable outcomes for Murdoch University in the areas of Teaching and Learning, Research, and Strategic Investment Capacity. The targets set for each indicator are mostly end-of-plan targets, set in line with the Strategic Plan 2012-2017. Where 2017 targets are not used, an annual target is set as the basis for performance measurement.

Teaching and Learning Outcomes

Murdoch is recognised for its world-class, student-centred, high-quality teaching, its interdisciplinary approach to course offerings, and the link between teaching and its strength in applied or 'translational' research. These characteristics were acknowledged by the Murdoch University Curriculum Commission (MUCC) and incorporated into its recommendations for renewal of Murdoch's academic offerings and structures.

Increased participation and equitable access are strategic priorities for the University. Approaches to help the transition to university study, be it from school or later in life, have been introduced as part of the MUCC framework and will be further enhanced by the introduction of a transition unit providing the skills necessary for success at university. This will also strengthen the success and retention of students, especially those from educationally disadvantaged backgrounds.

Clear pathways from our undergraduate degrees to employment or further study are in place and will be strengthened by initiatives arising from the MUCC. In particular, embedding research skills in courses will future-proof qualifications and provide students with highly marketable skills, as well as opening options for postgraduate study.

Noting that these KPIs were largely developed to test the effectiveness of the previous strategic plan, the indicators have been enhanced towards the goals of the 2012-2017 Strategic Plan; the key effectiveness indicators relating to Teaching and Learning are:

- Student satisfaction as measured by Graduate Careers Australia
- Student retention rate
- Participation rate for low socio-economic status students
- Student success rate

A key efficiency indicator relating to Teaching and Learning is:

- Total costs relative to total student load

Research Outcomes

Murdoch University's research program is a core priority of the 2012-2017 Strategic Plan, which seeks to promote leading edge, blue sky and translational research. Murdoch has an established world class research reputation in select areas of knowledge and is recognised as one of Australia's leading research institutions with more than 85 per cent of its research effort recognised as at world standard or better by independent assessors in the 2012 Australian Research Council Excellence in Research for Australia (ERA) process.

Murdoch has acknowledged strength in translational research that positively impacts the communities and industries that we serve. The strategies implemented under the 2012-2017 Strategic Plan focus on lifting important areas of research and ensuring that future investment, activity and outcomes are directed to these areas as a priority.

A key effectiveness indicator for Research follows on from the previous strategic plan to:

- Increase research income

A key efficiency indicator for Research is:

- Number of publications per research academic

Strategic Investment Capacity

The Base Funding Review conducted in 2011 by the Federal Government Department of Education and Training showed that the low indexation of Commonwealth Government funding means that it fails to meet real program costs. Combined with escalating costs, competition from private providers and other factors, universities continue to be under pressure in the student-centred higher education environment. Proactive diversification of income is a key mechanism to maintain quality and standards.

The outcome of this objective from the Strategic Plan 2012-2017 is that Murdoch will build its strategic investment capacity through an appropriate balance and expansion of operational income sources, further development of commercial revenue streams through the consolidated group, and philanthropic activities to facilitate strategic re-investment into core University activities.

A key effectiveness indicator for Strategic Investment Capacity is:

- Proportion of non-Commonwealth Government income

A key efficiency indicator for Strategic Investment Capacity is:

- Non Commonwealth Government income relative to total assets

These indicators are measured at the consolidated level.

Teaching and Learning Outcomes

Effectiveness Indicators

Student satisfaction

The effort of teaching staff and content of courses encourage a dynamic learning environment. These embedded elements of the student experience connect with directed initiatives that strive to meet the students' and University's academic objectives.

The University participates in the annual national Course Evaluation Questionnaire (CEQ) conducted by Graduate Careers Australia. In this evaluation, graduates who completed their course in the previous year are asked to express their agreement and disagreement with a series of statements. The key question of Overall Student Satisfaction is reported here.

This indicator monitors the students' impression of Overall Satisfaction with their study experience.

Overall Student Satisfaction (CEQ Scale)	
2017 Target	85.0
2014	80.6
2013	81.6
2012	83.3
2011	82.7

Comments:

Graduate Careers Australia administers the CEQ survey. Data is collected in the October and April following the completion of the graduate's qualification. The results from the 2014 survey are Murdoch's unpublished figures. In 2014, the number of graduates surveyed for the CEQ component was 2748 with 54.7 per cent valid responses to the CEQ.

Note: To align with the Murdoch Senate KPI and the broader university group definition, the neutral choice on the questionnaire of "Neither Agree or Disagree" has been removed from the calculation for this KPI, lowering the reported satisfaction percentage and target from historic Annual Reports.

Student retention rate

University students' retention is influenced by a wide range of factors; one of the most important is whether the study program provided is meeting each student's aspirations. For new students there is a transition shock from school or working environment. Other factors, sometimes beyond the University's control such as financial imperatives, influence a student's choice to continue. Strategies have been introduced to extend a supportive learning environment for improving the quality of the student experience especially for those with fewer resources in the community, in particular low socio-economic status and Aboriginal and Torres Strait Islanders. These indicators measure the effectiveness of retaining students in the overall student population and key social groups.

The retention rate indicates the percentage of students who continue in their studies at Murdoch University from the listed academic year to the next, excluding those who graduate. The final retained value from 2014 into 2015 is unknown at the time of this report, because students are yet to complete unit enrolments, which may extend to the end of 2015.

Student retention rate			
	Overall	Low socio-economic status	Aboriginal and Torres Strait Islander
2017 Target	85.0%	80.0%	78.4%
2013	76.2%	74.8%	57.9%
2012	77.0%	76.3%	60.0%
2011	78.0%	76.9%	54.9%
2010	77.4%	76.8%	53.6%

Comments:

The student retention rate has been stable at about 77% for the last four years, with small fluctuations. Targeted initiatives implemented and maintained since 2011 did help commencing students continue their studies. The First Year Advisor network was one such improvement. The aim is to retain 85 per cent of the overall student population. The year-by-year values and trend for low socio-economic status students are mirroring the overall population; however Aboriginal and Torres Strait Islander retention needs a substantial effort to lift to the 2017 target.

Participation rate for low socio-economic status students

Low socio-economic status (SES) is determined by the position of a student's permanent address postcode in a socio-economic ranking compiled by the Australian Bureau of Statistics using demographic and social data collected in the population census. The lowest quartile is classified as low SES. Students from the low SES community generally face greater challenges to their university aspirations, financial burden and unfavourable home learning environment being two examples.

Murdoch has built on its existing suite of linked pathways to raise support and facilitate inclusive entry for school leavers and non-traditional students, strengthening the participation of low SES students in higher education, and thereby improving lifelong economic prospects.

This indicator measures the effectiveness of the facilities and services put in place to assist students from the low SES community. The participation rate of low SES student enrolments is measured by the percentage of low SES students to the total domestic student enrolments.

Participation rate for low socio-economic status students	
2017 Target	20.0%
2014	18.7%
2013	17.8%
2012	18.1%
2011	17.1%

Comments:

Murdoch's low SES participation has significant year-on-year fluctuations making it difficult to estimate if the positive trend is real; this year has a significant increase which is encouraging. Performance is calculated using the released Australian Bureau of Statistics census data (2006 and 2011) which relate socio-economic status to residential postcodes. The latest ABS release was in 2013; prior year calculations rely on the 2006 indices.

Student success rate

The ability for students to progress and complete their chosen course of study within the standard timeframes is an important indicator of the success of the University's teaching and learning environment.

This indicator measures the percentage of successfully attempted units against the total number of assessed units. The units are calculated in terms of load—one Equivalent Full-Time Student Load (EFTSL) being 24 credit points—against the assessed load for students enrolled onshore in a non-research course. The success rate for 2014 is not included in this report as the students' unit outcomes, particularly those with end-of-year census dates, continue to be evaluated at the time of this report.

Student success rate	
2017 Target	90.0%
2013	85.9%
2012	86.8%
2011	87.6%
2010	87.4%

Comments:

The percentage of students successfully completing their units against the units attempted has stabilised in the high 80 per cent range. The University's aim is to achieve 90% success rate through improved student support.

Efficiency Indicator

Total costs relative to total student load

This indicator measures the total costs relative to the University's teaching and learning endeavour as measured by student load, as a key input to the overall cost of teaching and learning and research.

The average expenditure per unit of Equivalent Full-Time Student Load (EFTSL) is dependent on and will vary according to the discipline mix taught by a university. Clinical and laboratory-based sciences are more expensive to teach than classroom-based disciplines.

This indicator measures the total costs per student load within the University entity.

Total costs per total EFTSL (\$'000)	
2017 Target	29.4
2014	30.2
2013	28.1
2012	26.5
2011	25.8

Comments:

The trend for the total costs relative to total student load is expected to rise given the plan of improving the student experience and increasing need to include technology and cutting edge teaching methods. CPI is also contributing to the trend. Innovation from the staff and management is aiding in increased efficiency to offset these rising costs.

Research Outcomes

Effectiveness Indicator

Increase research income

As a research-focused University, it is important that Murdoch grows research income, particularly in areas considered at the core of Murdoch's strengths such as life sciences. Research income is one indicator of performance measuring the growth in research income across all category types.

Total research income (\$'000)	
2017 Target	40,000
2014	26,685
2013	27,905
2012	30,184
2011	31,757

Comments:

Despite the fact that 2014 was the most successful year for Murdoch for Category 1 funding in the last seven years, overall research income has fallen for successive years. This in part is due to the reduction in industry support coming into the University as well as a reduction in the available funds for the ARC Linkage Scheme and the Collaborative Research Centre Scheme.

Efficiency Indicator

Number of publications per research academic

There is a strong importance placed on publication outcomes, both number and quality, in recognition of the significance of publications to Murdoch's international and national research identity and prominence. The numbers of refereed papers in reputable journals and other publications is a natural indicator of the broad research output of a university and is the principle measure for the current Strategic Plan.

The following table shows the average number of HERDC weighted publications per research academic FTE for the University. The HERDC value for the number of publications in 2014 becomes available later in 2015 and will be reported in next year's Annual Report.

Number of publications per research academic FTE	
2017 Target	1.90
2013	1.78
2012	1.72
2011	1.93
2010	1.68

Comments:

Over the past two years Murdoch has moved to emphasise quality in publications over volume. For example, conference papers are no longer counted in the definition of 'research active'. In addition, the workload model emphasises publication in peer review journals as opposed to publication of book chapters. The move to quality has resulted in a drop in output per FTE in the past two years. It is anticipated that strategies for overall research improvement will raise the output rate in the medium term as well as research impact.

Strategic Investment Capacity

Effectiveness Indicator

Proportion of non-Commonwealth Government income to total income

The University aims to diversify its income sources, as Commonwealth funding alone is insufficient to sustain the activities which the University undertakes in pursuit of highest quality outcomes. The University intends to decrease dependency on Commonwealth funding over time.

This indicator measures the diversity of Murdoch's sources of income within the consolidated group.

Proportion of non-Commonwealth Government income to total income	
2017 Target	Greater than 50.0%
2014	47.2%
2013	49.7%
2012	45.7%
2011	48.6%

Comments:

The data trend shows Murdoch has maintained the proportion of non-Commonwealth Government income relative to total University income in recent years, with a relative decrease in this year's result compared to last. The non-Commonwealth Government income is dependent on the timing of asset transactions which significantly contribute to year-on-year variability. The sector in recent years has seen effective government funding per EFTSL shrink relative to the sector's cost inflation rate; this issue is being actively managed by Murdoch.

Efficiency Indicator

Non-Commonwealth Government income relative to total assets

Whilst diversification of income is an important objective for the University, the rate at which this income is earned, relative to the asset base of the University, reflects the ability to generate alternate sources of revenue by leveraging the University's assets, and managing these assets more strategically.

This indicator measures the non-Commonwealth Government income relative to total assets for the consolidated group

Proportion of non-Commonwealth Government income relative to total assets	
2017 Target	18.8%
2014	14.4%
2013	16.0%
2012	14.7%
2011	16.5%

Comments:

The underlying trend is slightly negative for non-Commonwealth Government income to total assets and under the 18.8% target. Over 2011-2014 the asset base has been increased substantially with non-Government income under pacing. This income category is dependent on the timing of asset transactions which is a major contributor to observed year-on-year variability in the income. The University is encouraging long-term growth in non-Commonwealth Government income towards the target.

Characteristics of the Student Population

Summary Statistics

Students

Level

Higher Degree Research	897	864	809	794	800
Higher Degree Coursework	1,096	1,361	1,697	1,707	1,625
Other Postgraduate	1,358	1,411	1,483	1,456	1,330
Undergraduate	14,549	15,907	18,460	19,986	20,185
Non-Award	203	190	153	165	202

Total	18,103	19,733	22,602	24,108	24,142
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Broad Field of Study

Agriculture, Environmental and Related Studies	559	568	601	548	398
Architecture and Building	15	10	7	5	1
Creative Arts	1,310	1,437	1,628	1,727	1,428
Education	2,239	2,293	2,439	2,385	2,297
Engineering and Related Technologies	614	629	668	661	658
Health	1,757	1,738	1,762	1,887	1,852
Information Technology	808	923	1,196	1,408	1,345
Management and Commerce	3,797	4,772	6,640	7,574	7,580
Natural and Physical Sciences	1,839	1,895	1,901	1,935	2,289
Society and Culture	4,962	5,278	5,607	5,813	6,092
Non-Award	203	190	153	165	202

Total	18,103	19,733	22,602	24,108	24,142
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Student Load (EFTSL)

Level

Higher Degree Research	645	611	551	533	535
Higher Degree Coursework	665	779	1,084	1,034	958
Other Postgraduate	610	629	635	616	597
Undergraduate	10,660	11,509	13,414	14,354	14,203
Non-Award	90	83	61	67	107

Total	12,671	13,611	15,744	16,605	16,400
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Broad Field of Study

Agriculture, Environmental and Related Studies	348	347	367	318	228
Architecture and Building	8	6	4	1	0
Creative Arts	983	1,043	1,223	1,279	1,061
Education	1,429	1,415	1,505	1,462	1,456
Engineering and Related Technologies	409	427	448	464	459
Health	1,449	1,408	1,405	1,441	1,420
Information Technology	551	638	795	958	920
Management and Commerce	2,721	3,314	4,744	5,318	5,016
Natural and Physical Sciences	1,338	1,384	1,368	1,375	1,606
Society and Culture	3,346	3,547	3,826	3,921	4,127
Non-Award	90	83	61	67	107

Total	12,671	13,611	15,744	16,605	16,400
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Completions

Level

	2009	2010	2011	2012	2013
Higher Degree Research	96	106	103	111	97
Higher Degree Coursework	217	305	347	355	541
Other Postgraduate	584	852	1,077	988	1,425
Undergraduate	2,170	3,447	3,394	3,120	3,688
Total	3,067	4,710	4,921	4,574	5,751

Broad Field of Study

Agriculture, Environmental and Related Studies	72	122	186	123	135
Architecture and Building	2	0	1	2	1
Creative Arts	366	512	519	406	451
Education	337	455	388	517	543
Engineering and Related Technologies	93	96	147	99	141
Health	395	448	369	298	362
Information Technology	90	207	166	224	274
Management and Commerce	899	1,330	1,551	1,619	2,299
Natural and Physical Sciences	256	395	452	320	372
Society and Culture	557	1,145	1,142	966	1,173
Total	3,067	4,710	4,921	4,574	5,751

Staff - Full Time Equivalence (FTE)

Staff Function

	2010	2011	2012	2013	2014
Teaching Only or Mainly	180	164	190	193	207
Research Only	63	58	54	55	63
Teaching and Research	428	422	428	452	402
Other	20	26	26	30	31
Non-Academic	870	886	914	981	984
Total	1,561	1,556	1,612	1,709	1,686

Student Load (EFTSL) per Teaching Staff FTE

Load/FTE Ratio*	17.2	18.0	17.6	17.1	17.9
*Excludes student load in offshore courses :	2,214	3,028	4,856	5,578	5,531

Notes: 2014 student data prior to HEIMS submission; staff data at year end
 Data based on Murdoch University's reportable student load. Values are subject to student revisions and final quarter submission updates.
 2014 Completions are not yet final; figures will be presented in 2015 Annual Report.
 The introduction of the new undergraduate curriculum in 2014 has resulted in some shifts in Broad Field of Education classification.

Equity Student Statistics

Broad Field of Study (Students)

Aboriginal & Torres Strait Islanders

	2010	2011	2012	2013	2014
Agriculture, Environmental and Related Studies	6	0	6	6	4
Creative Arts	9	15	15	11	4
Education	35	30	40	38	34
Engineering and Related Technologies	1	1	0	0	2
Health	9	10	12	13	20
Information Technology	0	2	6	3	2
Management and Commerce	13	9	8	12	13
Natural and Physical Sciences	12	16	12	24	24
Society and Culture	126	95	69	88	149
Non-Award	0	1	0	0	0
Total	211	185	168	195	252

Female

Agriculture, Environmental and Related Studies	319	340	367	340	253
Architecture and Building	8	6	5	3	1
Creative Arts	788	874	956	1012	841
Education	1,843	1,860	1,984	1,899	1,804
Engineering and Related Technologies	122	111	130	134	127
Health	1,172	1,188	1,215	1,307	1,368
Information Technology	128	142	192	233	237
Management and Commerce	2,191	2,721	3,866	4,393	4,341
Natural and Physical Sciences	1,102	1,161	1,187	1,203	1,296
Society and Culture	3,232	3,388	3,586	3,736	3,926
Non-Award	125	122	93	99	124
Total	11,030	11,913	13,581	14,359	14,318

Regional*

Agriculture, Environmental and Related Studies	75	88	97	84	60
Architecture and Building	3	1	1	2	0
Creative Arts	53	70	60	61	42
Education	343	338	295	284	270
Engineering and Related Technologies	31	38	41	54	49
Health	145	170	160	163	158
Information Technology	35	37	35	44	23
Management and Commerce	73	97	93	101	90
Natural and Physical Sciences	177	193	198	217	255
Society and Culture	303	329	396	425	441
Non-Award	2	2	3	4	6
Total	1,240	1,363	1,379	1,439	1,394

Remote*

	2010	2011	2012	2013	2014
Agriculture, Environmental and Related Studies	23	21	17	20	13
Architecture and Building	0	0	0	0	0
Creative Arts	7	7	6	6	3
Education	92	94	96	74	79
Engineering and Related Technologies	9	10	11	6	7
Health	27	25	11	14	13
Information Technology	5	4	4	3	4
Management and Commerce	12	16	24	22	21
Natural and Physical Sciences	41	42	37	47	46
Society and Culture	55	60	58	48	58
Non-Award	0	1	4	2	0
Total	272	279	269	242	244

Low Socio-Economic Status*

Agriculture, Environmental and Related Studies	68	64	69	67	50
Architecture & Building	68	64	0	0	0
Creative Arts	76	80	93	97	68
Education	473	468	496	505	477
Engineering and Related Technologies	62	73	76	82	91
Health	285	300	305	368	420
Information Technology	87	88	72	89	64
Management and Commerce	164	183	200	209	196
Natural and Physical Sciences	223	259	242	262	331
Society and Culture	601	635	630	731	805
Non-Award	3	1	2	3	5
Total	2,110	2,215	2,185	2,413	2,507

Non-English Speaking Background

Agriculture, Environmental and Related Studies	7	8	14	15	10
Architecture & Building	0	0	0	0	0
Creative Arts	9	16	19	17	16
Education	29	26	36	42	51
Engineering and Related Technologies	36	45	53	58	56
Health	50	46	53	57	68
Information Technology	14	17	23	33	30
Management and Commerce	80	87	108	119	109
Natural and Physical Sciences	55	64	69	71	86
Society and Culture	133	158	201	204	212
Non-Award	5	2	10	9	11
Total	418	469	586	625	649

People with a Disability

	2010	2011	2012	2013	2014
Agriculture, Environmental and Related Studies	38	34	35	39	29
Architecture & Building	1	0	0	0	0
Creative Arts	50	62	72	66	53
Education	114	129	133	144	145
Engineering and Related Technologies	25	30	35	41	35
Health	75	72	100	91	104
Information Technology	34	32	47	51	39
Management and Commerce	66	74	90	103	104
Natural and Physical Sciences	136	153	162	176	199
Society and Culture	405	429	482	457	503
Non-Award	4	1	4	5	4
Total	948	1,016	1,160	1,173	1,215

Summary (Percent of Population)

Total Student Enrolled	18,103	19,733	22,602	24,108	24,142
Female	60.9%	60.4%	60.1%	59.6%	59.3%
Domestic Enrolled Students [#]	12,598	12,960	13,532	13,845	13,581
Aboriginal & Torres Strait Islanders	1.7%	1.4%	1.2%	1.4%	1.9%
Regional	9.8%	10.5%	10.2%	10.4%	10.3%
Remote	2.2%	2.2%	2.0%	1.7%	1.8%
Low Socio-Economic Status	16.7%	17.1%	16.1%	17.4%	18.5%
Non-English Speaking Background	3.3%	3.6%	4.3%	4.5%	4.8%
People with a Disability	7.5%	7.8%	8.6%	8.5%	8.9%

*Data prior to 2011 calculated using student's permanent residential postcode to associate status in MCEETYA Concordance (2006). Recent data calculated using ABS 2011 Census Data.

[#]Domestic students are defined as students having a permanent residential postcode in Australia.

Data based on Murdoch University's reportable student load. Values are subject to student revisions and final quarter submission updates.

Report of Operations

Commonwealth Grant Scheme and Load

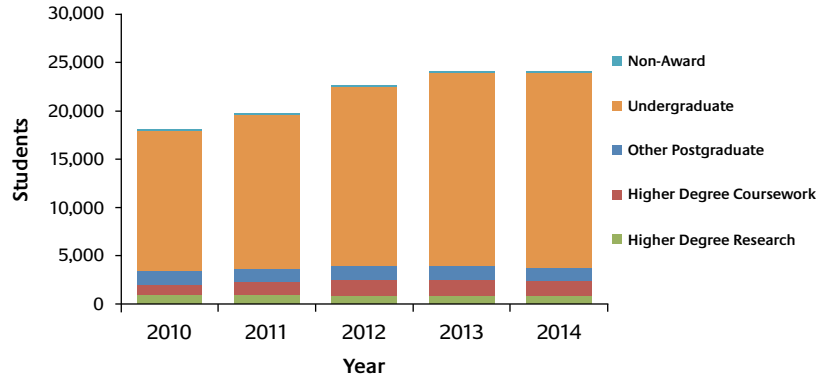
	2010	2011	2012	2013	2014
Funding Agreement Load (EFTSL) *					
Target	7,773	7,781	8,092	8,614	8,468
Actual	7,740	7,933	8,231	8,305	8,248
Variance (EFTSL)	-33	152	139	-309	-220
Variance (%)	-0.42%	1.95%	1.72%	-3.59%	-2.60%
Undergraduate Target Load (EFTSL)					
Target	7,429	7,510	7,820	8,343	8,197
Actual	7,440	7,507	7,998	8,088	8,013
Variance (EFTSL)	11	-3	178	-255	-184
Variance (%)	0.15%	-0.04%	2.28%	-3.06%	-2.24%
Funding Sources					
Commonwealth Grants (\$000's)	161,367	158,702	178,386	177,594	179,113
Commonwealth Grants (at 2014 prices) (\$000's)	182,125	176,296	190,906	182,922	179,113
Outside Research Grants & Donations (\$000's)	31,591	34,436	23,903	23,643	22,082
Commonwealth Grants per EFTSL (at 2014 prices)	23,530	22,224	23,193	22,024	21,716
Total Commonwealth Grants as a Percentage of Total Income	53%	52%	54%	50%	53%
External Research Funding (at 2014 prices) ^					
Number of Competitive Research Grants	107	91	88	111	117
Value of Competitive Research Grants (\$000's)	9,527	6,522	8,125	9,599	9,975
Value of Non-Competitive Grants (\$000's)	32,797	28,122	22,634	17,850	16,632
Total Research Grants (\$000's)	42,324	34,644	30,759	27,449	26,606
Index	1.1286	1.1109	1.0702	1.0300	1.0000
Higher Education Indexation Number	1.1277	1.1458	1.1893	1.2357	1.2728

*Data based on Murdoch University's reportable student load only. Values are subject to student revisions and final quarter submission updates.

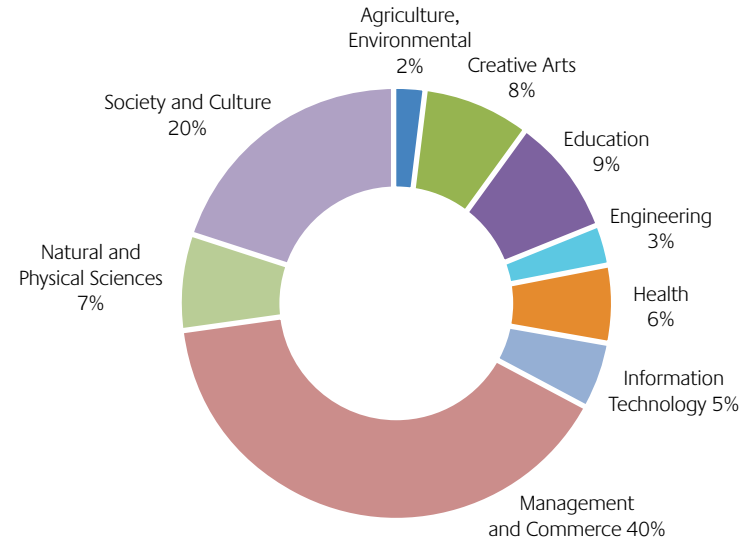
^Research data aligns with Higher Education Research Data Collection (HERDC).

Note: Australian Government is currently withholding 2% of funding as an efficiency dividend

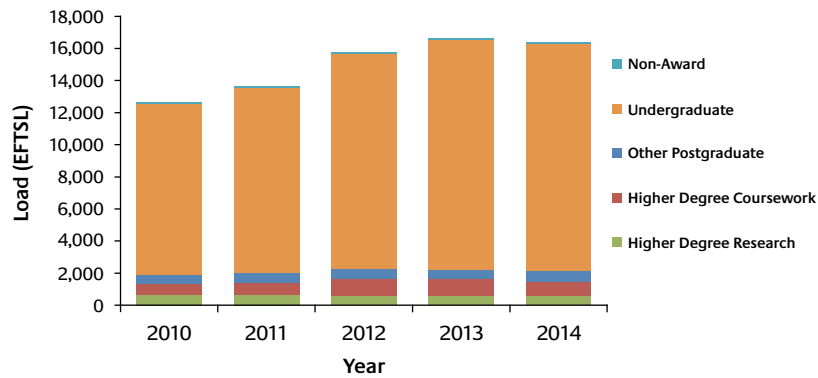
Students by Year and Level



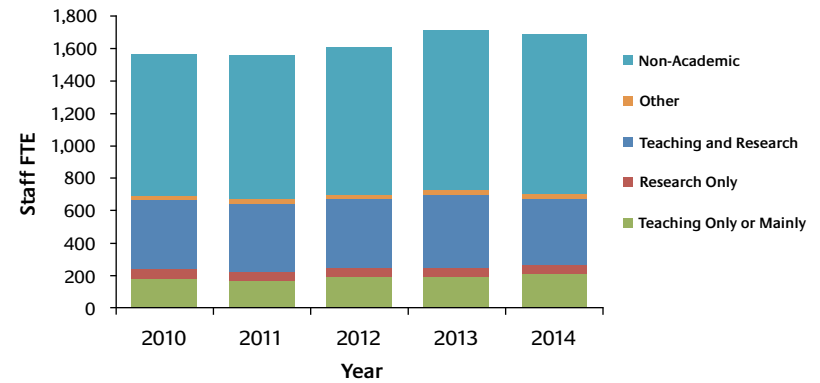
Completions by Broad Field of Education for 2013



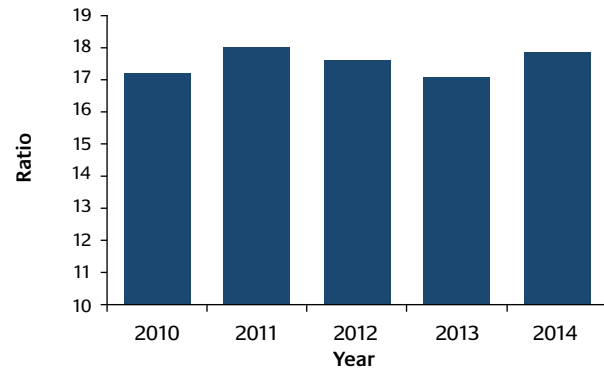
Load (EFTSL) by Year and Level



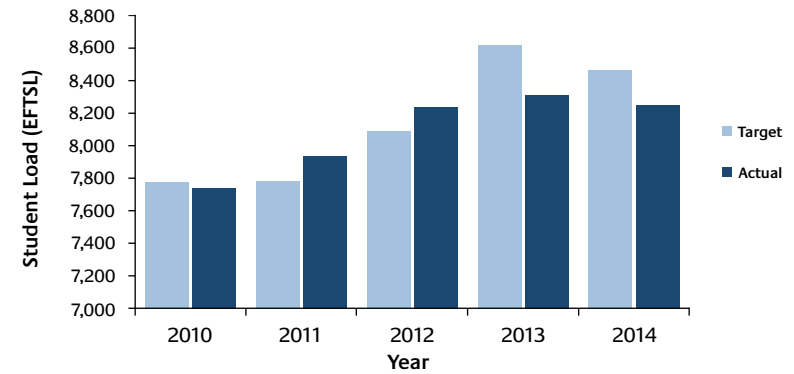
Staff FTE by Function and Year



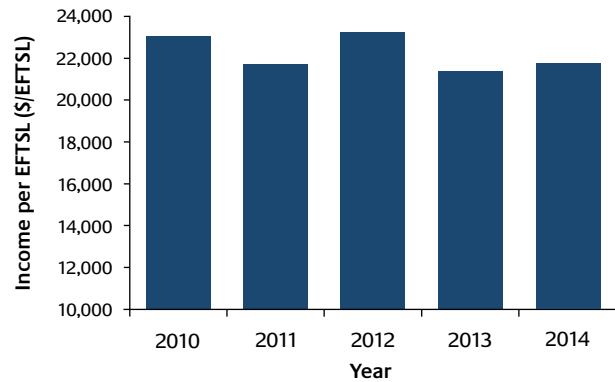
Student Load (EFTSL) per Teaching Staff FTE



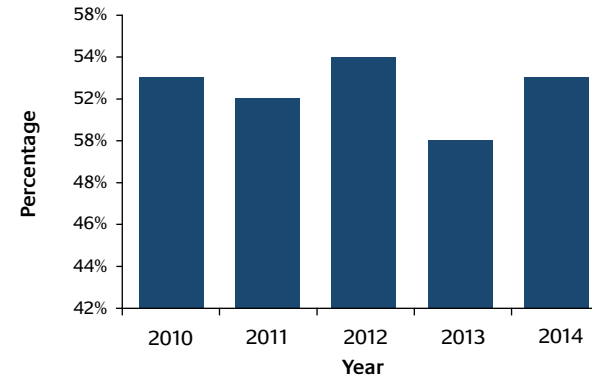
Target and Actual Funding Agreement Load



Commonwealth Grant Scheme¹ Income per unit of Funded Load



Commonwealth Grant Scheme as Percentage of Total Income



1: Commonwealth Grant Scheme includes Commonwealth Contribution (Funding Agreement) plus Student Contribution (HECS)

Data based on Murdoch University's reportable student load only. Values are subject to student revisions and final quarter submission updates.

Other Disclosures

Major capital projects

Project	Estimated total cost (\$m)	Estimated cost to complete (\$m)	Expected year of completion
Sport & Recreational Centre, Physics Laboratories and Childcare Centre (refurbishment)	1.28	1.28	2015
South Street campus retrofit programs	1.77	1.02	2015
South Street campus infrastructure	2.12	1.12	2015

Staffing Matters

Staff Profile

FTE	Continuous	Fixed Term	Casual	Total
Academic	327	220	187	734
Professional	589	261	97	947
Total	916	481	284	1681

NOTE:

- Continuous and fixed term FTE as at 31 March, 2014
- Casual hours worked from January to December 2013 converted to FTE (as reported in 2014 to DoE)

Industrial Relations

The Murdoch University Enterprise Agreement 2014 was approved by the Fair Work Commission on 28 April 2014 and took effect from 5 May 2014. The new Agreement has a nominal expiry date of 30 June 2016.

A complaint filed by a staff member of the University with the Fair Work Ombudsman (FWO) has been resolved in favour of the University, with the FWO determining that the University had not taken adverse action against the staff member for a prohibited reason.

The NTEU commenced proceedings in the Fair Work Commission (FWC) claiming that the University has acted in breach of the Murdoch University Academic Staff Enterprise Agreement 2010 by not converting a fixed-term contract employee to continuing employment. The University defended the claim, and the matter was heard in the FWC on 26 May 2014. A decision handed down by the FWC was in favour of the University.

Staff Development

Having a workforce that is highly skilled, internationally-focused and engaged with the community is critical to Murdoch University realising its strategic plan with recruitment, and staff development key enablers towards realising this goal. In 2014 the Organisational Capability Unit (OCU) conducted and organised 166 learning activities, equivalent to 1011 training hours, which were attended by more than 1700 staff. The activities were mainly focused around Leadership, Professional Development and induction type activities helping staff to better orientate themselves to campus life, systems and processes.

Performance and Development Reviews (PDRs) by Deans and Directors with their staff have been improved and are at the core of positive staff development.

Leadership Development

The Organisational Capability Unit (OCU) continues to design and deliver programs to build a leadership culture that is strategic, engaged and continuously learning.

Since OCU launched its core three tier Leadership Development Program (LDP) comprising of Murdoch, Leadership and Me; Stepping Up to the T; and Transitions: A Leadership Program for Senior Executives, more than 250 staff have completed at least one of the courses.

To support a culture of continuous learning and networking among colleagues, OCU continued the Leadership Network Alumni events started in 2013, which exposed alumni to the mind space of university and industry leaders. This was achieved through events and activities like Leadership Conversations involving discussions with senior University staff and alumni; leadership breakfasts, luncheon seminars, and sundowners including industry leaders like Lord Mayor Lisa Scaffidi, Police Commissioner Karl O'Callaghan, Dr Penny Flett, Dale Alcock, John Boynton and Andrew Smith.

With the Leadership Alumni Network growing, OCU introduced the Leadership Alumni Network Awards to recognise alumni that have made a difference. OCU offered one place in AIM's Cert IV in Frontline Management for Murdoch Leadership and Me alumni; one place in AIM's Emerging Leaders Program for Stepping Up to the T alumni, and one place in AIM-UWA Alliance's Authentic Leadership program. This year's awards went to Melissa Koh from Human Resources, Dr Gael Gibbs from the Centre for University Teaching and Learning (CUTL) and Carolyn Wills from the Library and Information Services Office, Information Systems and Infrastructure, Project Services team.

Professional Development

OCU has identified a number of core competencies, which have been deemed critical skills for Murdoch's workforce. These are project management, interpersonal communication, resilience, technology and business administration. In 2014, OCU conducted 140 professional development courses attended by more than 1400 staff.

Cultural Awareness Training

To support the University's diversity strategy, OCU initiated two new programs. The first titled Introduction to Cultural Intelligence, and the second, the newly redesigned Aboriginal Cultural Awareness. Aboriginal Cultural Awareness training was delivered in partnership with the Kulbaradi Aboriginal Centre to support the existing Cultural Awareness Training conducted by Dr Casta Tungaraza. The programs were well supported with more than 140 staff attending the programs in 2014.

Workplace Health and Safety (WHS)

Murdoch University employs dedicated Workplace Health and Safety staff and has a safety management system in keeping with relevant legislation that meets with the proposed Workplace Health and Safety Act and Regulations.

During 2014, Murdoch University's ongoing commitment to improvements in safety resulted in:

- A two per cent increase in the number elected and trained OSH representatives
- A five per cent increase in the number of supervisors and managers attending OSH training
- A review and upgrade to the online hazard and incident reporting system
- A review and upgrade to the online hazardous substances management system
- A two per cent decrease in the number of lost time injuries.

A research hazard identification, risk assessment and risk control system was developed that includes, hazard identification, risk assessment and risk control for all fieldwork activities undertaken by staff and students.

Injury Management

A dedicated Workers' Compensation and Injury Management Coordinator is employed to manage and assist injured workers. In 2014, a reduced workers' compensation premium rate was applied due to a decrease in the number of claims.

Indicators comply with AS 1885.1- 1990 Workplace injury and disease recording standard.

Indicator	Target	Actual
Number of fatalities	0	0
Lost time injury/disease LTI/D Incidence rate	0.23	0.21
Lost time injury Severity rate Working time lost	0.11	0.09
Percentage of workers returned to work within 28 weeks	100%	100%
Percentage of managers trained in OSH	> 65%	66%

Human Resource Systems

eRecruitment

The first phase of an in-house developed recruitment system was commissioned in February 2014. The system caters for various recruitment activities from advertising and appointing to a new position, to making an offer and setting up a new contract with a workflow system in place that alerts staff when action is required via email notifications.

The system was piloted using professional staff appointments and then extended to academic appointments in April. Between April and September 2014 Murdoch received just over 6,000 Academic and Professional online applications and more than 300 recruitment requests.

A recruitment dashboard has also been created to allow quick and easy analysis on requests, number of applicants and recruitment referral source.

Phase two of the system commences in 2015 and will incorporate screening and shortlisting, an interview and reference checking tool, a position description repository and electronic on-boarding.

Casual Academic Contracts and Payment Activities System

The Human Resources Systems team worked closely with University Schools to develop an online Casual Academic Contract and Payment Activity system (CAC/PAC) to replace hard copy contracts and payment claims.

To ensure the University was meeting protocol in relation to casual contract payments, the Internal Audit team was engaged to oversee the process. By August, all Schools were using the system that saw approximately 1,000 contracts generated and just over 10,000 payment claims made up to the end of September. As a result of CAC/PAC implementation, payment activity is no longer averaged meaning real time reporting is now accurate and payment claims are processed electronically rather than manually.

CAC/PAC has been positively received by the Schools and allows School Managers the ability to track expenditure against budget far more effectively.

Performance Development

In 2014, a new approach was taken to performance development with the implementation and roll-out of the online performance appraisal and goal setting system branded MyCareer.

The system was rolled out to more than 90 per cent of professional staff who are actively using it. The goal setting module of MyCareer allows staff to improve the quality of goal setting through a visual tool called 'line of sight' that enables employees to see how their individual work relates to the University's strategic goals.

For academic staff performance development and appraisal, the Academic Performance Development and Review (APDR) replaced the Performance Enhancement System. This new approach creates a focus on career development, both in the mid- and long-term, and links directly to the University's Academic Work Profiles and Promotions and Probationary Review policies.

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 2014 financial year on those organisations was \$2,809,058

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

Advertising Agencies

Meerkats Branch Creative

\$341,797

Direct Mail Organisations

Lasermail

\$35,144

Media Advertising Organisations

Community Newspapers

Adcorp HR Advertising

Hatchd Digital

Initiative Media

\$2,432,114

Pricing Policy Statement

The University's pricing policy for its educational programs is consistent with the Commonwealth Government's policies on Australian domestic undergraduate and postgraduate coursework students and international fee-paying students. Details of the University's prices are available on both the University's website at (http://print.handbook.murdoch.edu.au/study/index.php?section=2f_fees) and the Commonwealth website (www.studyassist.gov.au/sites/StudyAssist).

Records Management

Murdoch University is required to report on strategies that ensure staff compliance with the University's recordkeeping plan. Under Section 61 of the *State Records Act 2000*, the State Records Commission (SRC) is responsible for establishing principles and standards to govern record keeping by government organisations. The following information is provided in accordance with Principle 6 of SRC Standard 2: Recordkeeping Plan.

The University's current Recordkeeping Plan was approved by the State Records Commission on 30 August 2012 for a period of five years.

An internal audit, in conjunction with Ernst & Young, that assessed the adequacy and effectiveness of the University's key records management processes and controls was finalised in 2014. There were no major issues arising from the audit.

The University's records management training program serves the following aims:

- Raise staff awareness of their responsibilities under the *State Records Act 2000* and other applicable legislation
- Raise the overall standard of recordkeeping at the University.

The University conducts an online recordkeeping awareness training course for its staff. The training addresses staff responsibilities under the *State Records Act 2000* including creating and capturing records, access to records, confidentiality and privacy issues, security considerations and the disposal of records.

All new employees are enrolled in the recordkeeping awareness training course as part of the University's induction program. A periodic escalation process is currently being considered in order to provide enhanced information to Office and School Heads about staff progress with the training course.

Governance Disclosures

Environmental Regulations

The Group's operations are subject to various environmental regulations under both Commonwealth and State legislation, which sets the minimum requirement the Group entity must meet.

The University has an Environmental Sustainability Advisory Committee, which considers environmental issues on the University's campuses.

The University also has an Occupational Safety and Health Committee which considers regulatory and other obligations in relation to health and safety.

Insurance of Officers

During the financial year, the Group has paid insurance premiums of \$37,170 (2013: \$37,037) in respect of directors' and officers' liability, for current and former directors and officers, including executive officers and secretaries of controlled entities.

Insurance premiums relate to:

- costs and expenses incurred by the relevant directors and officers in defending proceedings; and
- other liabilities that may arise from their position, with the exception of conduct involving a wilful breach of duty or improper use of information or position to gain a personal advantage.



2014 Annual Report

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