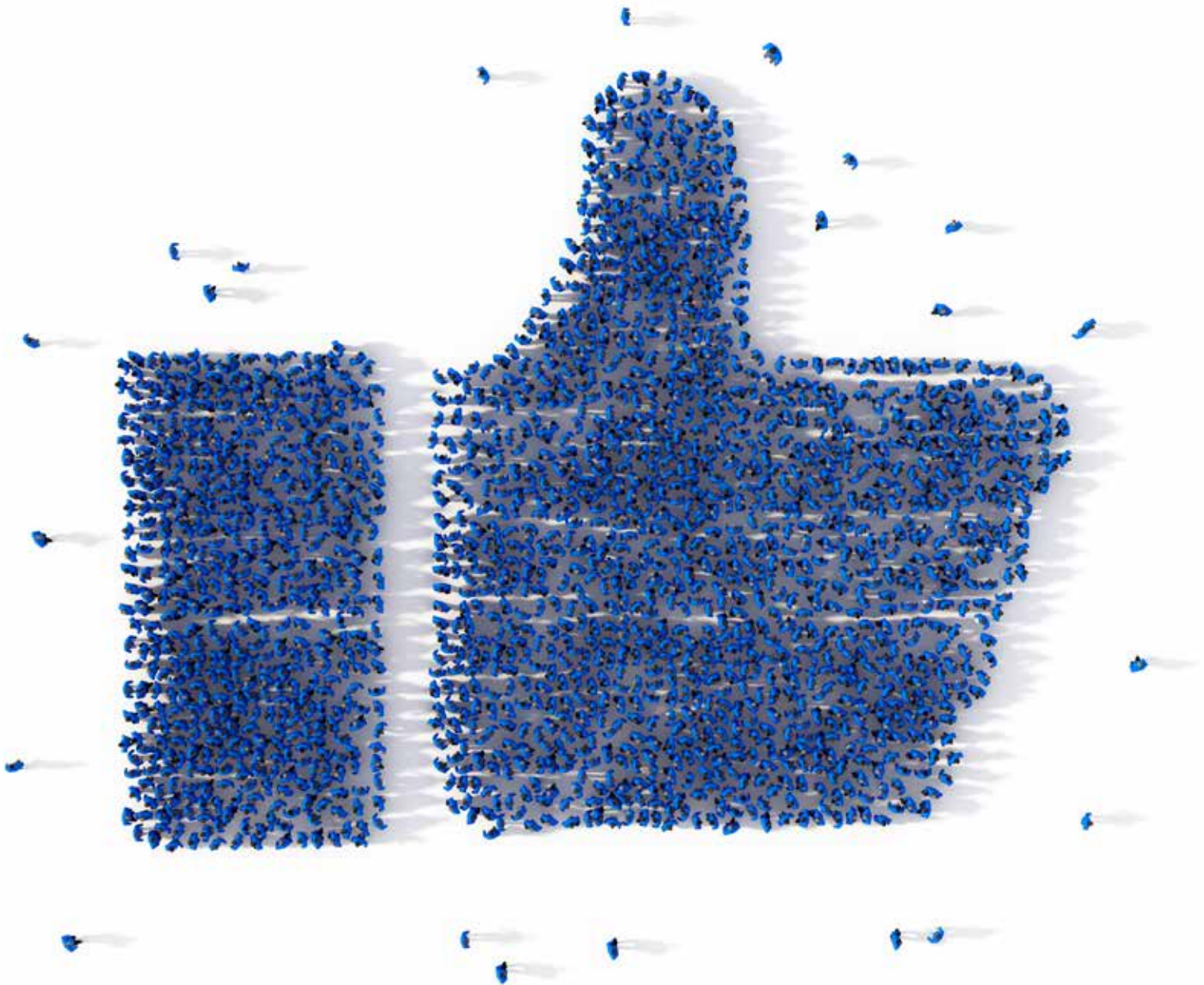


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ALUMNI MAGAZINE | WINTER 2019



SOCIAL MEDIA

Does it connect us or divide us?



Murdoch
UNIVERSITY

How close is your phone as you read this? Do you feel you've overused the laughing/crying emoji this week? Have you swiped down your newsfeed today like a glazed conveyor belt operative on the watch for broken biscuits? You are not alone. Our mobile phone obsession now forms a large chunk of stand-up comedy acts and any glance at a crowd adds further weight to the view that smart phones are making dummies of us all.

The number of smartphone users is forecast to hit 2.5 billion people this year and the little product has revolutionised the way the world works. I was in London when cell phones first emerged and distinctly remember early adopters being forcibly removed from restaurants when attempting to make a call. I was working at a mobile phone company when SMS was taking its baby steps. The organisation was seeking two internal staff to begin developing a new service where users would get weather and horoscopes delivered to their mobile. The idea was met with howls of derision and a catch-cry of "who on earth would want that?" Nobody had the first idea of the tsunami of change that was around the corner. In this issue, writer David Mitchell offers us further food for thought on this cultural phenomenon, examining the handheld wonder and the current avalanche of negativity surrounding its infamous offspring - social media. Created as a platform to facilitate the instant sharing of information, interest and ideas, the current public discourse would suggest it is perceived primarily as the new tobacco.

Murdoch alumni continue to make a difference across the globe and in this Murmur we feature the personal stories of some pretty inspiring individuals. One who is rescuing abandoned children from the railways of India and one who made a brave career switch and now brings delight to hundreds of Perth residents as they glide up and down the Swan River. We also examine the world of entrepreneurship with a tale of an MBA graduate who found a way to revolutionise the business operations of heavy industry.

These heartening stories form a fitting backdrop to our main feature interview with Murdoch's Professor Rhonda Marriott, an educator whose incredible career shows what is possible when a desire for social justice forms the bedrock of personal ambition. With a 50 year career that has touched thousands of lives, Professor Marriott remains a humble pioneer as she quietly lights a path to a land of social equity.

Enjoy.

Michael Sampson
Murmur Editor



"The nobility of a nation does not depend on its literature or its art or its culture; the nobility of a nation may be gauged by the extent to which these things are shared by all."

Sir Walter Murdoch (1874-1970)

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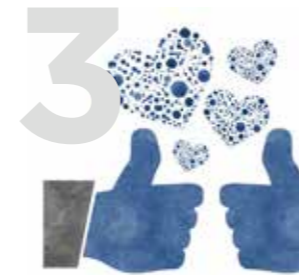
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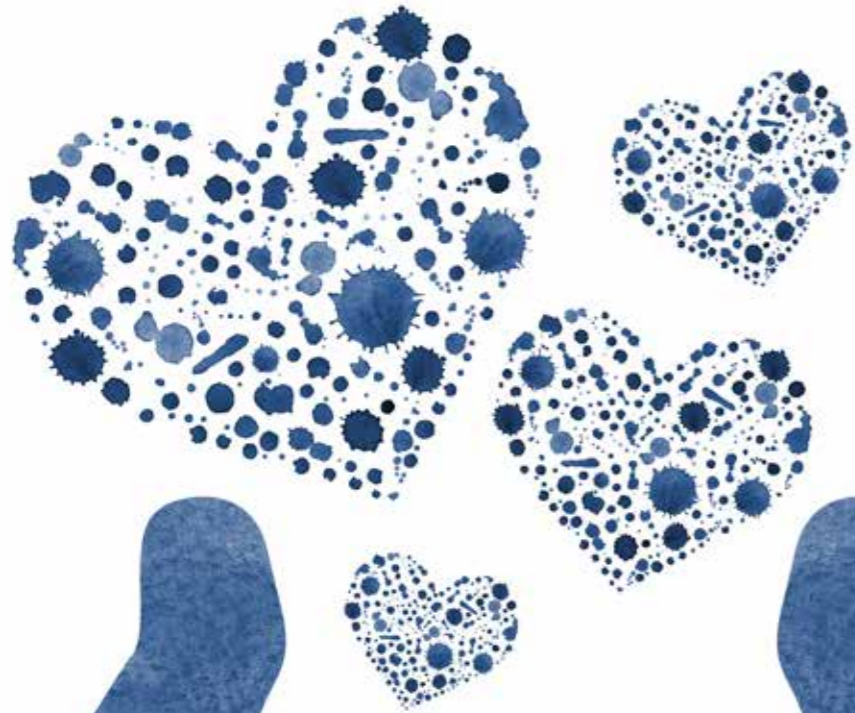


Charting a new course
Full steam ahead for Manus's dramatic career change.



The Ngangk Yira Research Centre is improving Aboriginal health, wellbeing and social equity.

SOCIAL MEDIA



I've just posted my all-day breakfast on Facebook.

We'll get to why in a minute, once I've worked that out. But it's the 'how' that intrigues me. Imagine doing that 15 years ago. You couldn't even conceive of any component of it. But thanks to the ubiquitous toy that now inhabits almost every pocket, I can check the weather in Uzbekistan, transfer money across the world, read a novel, play Scrabble against someone in the Philippines, check how many steps I've walked, listen to my entire music collection, and send an instant message to a famous person.... I could go on, endlessly. And of all the things I could have chosen to do with this versatile piece of wizardry, I've just taken a picture of a plate of food and shared it with 467 people.

Being in my early 40s, my life is quite neatly divided into two distinct phases. I grew up with virtually no information technology, yet have spent my entire working life with an ever-increasing palette of gadgets, applications and inventions that have transformed the way we share and receive information, sometimes in ways not even their inventors could have imagined. I was at university when I sent my first email, and had just started my first career job when I bought my inaugural mobile phone. I've experienced the realisation of actual dreams I had as a child - I remember vividly saying to my sister, I wish I could just look up any piece of information, watch any video I wanted, on some kind of computer. Oh but for the slightest ounce of entrepreneurial ambition or technical know-how. However, this experience of before and after makes my generation well qualified to pontificate on the values and dangers of smartphones, and their huge, monstrous offspring - social media. And for my money, the doom-mongers have had more than their share of the spotlight on this topic.

You will have read - probably via social media, and almost certainly on a mobile phone or laptop - countless headlines and articles on the dangerous and detrimental effects this invasion of technology is having on our lives. 'Screen time' screams at every parent as a thing that must be curtailed, for fear that your children will turn into anti-social zombies incapable of sleeping or speaking. It's the modern-day equivalent of that old warning parents would trot out about "your eyes turning square if you watch too much TV."



The popular subtext is that this is evidence of society breaking down, that we can't even have face-to-face conversations anymore because we are all wedded to our phones.

For those of us old enough to run our own lives, we're apparently all addicts. We've all witnessed the scene play out. A group of friends, sitting in a cafe or bar, every one of them looking at their phone. The popular subtext is that this is evidence of society breaking down, that we can't even have face-to-face conversations anymore because we are all wedded to our phones. Checking phones regularly is perceived as evidence that we are all at the behest of the digital world, unable to break free and foster 'proper' relationships with those around us. Yet so much of this thinking presumes technology is necessarily an isolator, rather than a connector. And it works on the supposition gadgets make us antisocial, when they can actually enable us to form our identity and link with people to whom we are best suited.

I'm now well into a second decade in which it's commonplace for me to share my everyday thoughts, musings, feelings, activities and



And it's a fair bet that on any given day, in the same ways that I interact with what they post, most of those people are either laughing, smiling, nodding, rolling their eyes, swearing, calling me names or just simply scrolling past without paying the slightest attention.

photos to a network of friends and acquaintances. For more than ten years my diary and inner dialogue, previously available only to those in closest proximity to me, have been accessible at the touch of a button to people who, with some notable exceptions, knew very little about me before. And it's a fair bet that on any given day, in the same ways that I interact with what they post, most of those people are either laughing, smiling, nodding, rolling their eyes, swearing, calling me names or just simply scrolling past without paying the slightest attention. Whichever it is, I'm there. I have an online persona. I'm on Facebook, therefore I am - along with about a quarter of the world's population.

So if so many of us use it, why does everyone hate social media? Think about it. When was the last time you heard anyone say anything positive about it? It's an echo chamber, it promotes narcissism, it causes depression by projecting false images of happiness and success, it encourages bullying.... the list of criticisms goes on ad infinitum. I've even had people tell me proudly that they do not and will not use it, citing privacy issues, lack of interest and a preference for the old way of doing things while at the same time showing a remarkably detailed knowledge of the content I've posted. It reminds me a little of people who profess to despise journalists and 'the media' without realising that they base their worldview almost entirely on things they've heard from the TV and newspapers.

Now, not for one minute do I dispute the validity of any of those criticisms. I'm not about to defend the billionaire entrepreneurs who set these behemoths in motion without a moment's thought as to how they might evolve and what negative consequences might ensue, and who have all too frequently abdicated their responsibilities regarding the most vile and dangerous content. I'm also every bit as cynical as you when they talk so innocently about wanting to connect the world and make us all love and embrace each other. I do wonder, however, why the 'social' part of social media - the notion that we all function better when we have companionship, when we are part of a community - is rarely accentuated. Because this all-pervading tool is never, ever going away, so it's time to focus on using it better.

Having grown up in the UK and then moved to Australia, social media enabled me to reunite with old friends and acquaintances I'd assumed I'd never see or hear from again. I'd never felt fully at peace living so far away from where I grew up, so having them

back in my life reconnected me with my roots. Most surprisingly, not only did old friendships reform, but new bonds were created with familiar faces, linked by mutual appreciation of The Smiths, Ricky Gervais or lamb rogan josh. For me, however, it was never quite enough for these relationships to exist only in a virtual world. So, on a trip back to the UK, I organised a reunion. Even more connections formed between various people that night and, while I wouldn't wish to overstate the occasion by implying that a stream of marriages and births ensued, at least one romantic relationship and a few meaningful friendships continue to this day, 10 years on. I felt an odd sense of pride at having been the one to bring this disparate collection of online lives back together in the real world and see it work so well.

Recently I overheard bits of a particularly lively, but not aggressive, discussion in a pub in which it was quite obvious some members of the group had diametrically opposing political opinions to one another. Curious, I made a remark to one of them when I saw him in the gents; it turned out they were essentially strangers meeting for the first time after initially connecting in a Facebook group for people of differing political views. I was immediately heartened, having so often either had like-minded friends reinforce my views or been abused in online forums by people who vehemently disagree. Here was a group of people prepared to debate firmly without attacking, and to be mindful of the different perspectives that help formulate everyone's worldview. And they had come together because they had broken through the traditional conventions of social media, actively seeking out respectful disagreement and opening themselves to being persuaded. (Suffice to say, I joined.)

As for my breakfast - well, before you make that face, this was content with context. I was referencing a scene in which my favourite comedy character Alan Partridge critiques his Ukrainian girlfriend's debut attempt at cooking a 'full English.' "More distance between the egg and the beans," he says. "I may want to mix them, but I want that to be MY decision." As I write, a lively debate is under way in real time about the positioning of items, missing ingredients, and a whole sub-thread about the merits or otherwise of black and white pudding. Trivial? Very. Silly? Absolutely. But I and about six people from three different countries are engrossed in it and I'll bet they're smiling as much as I am.

David Mitchell

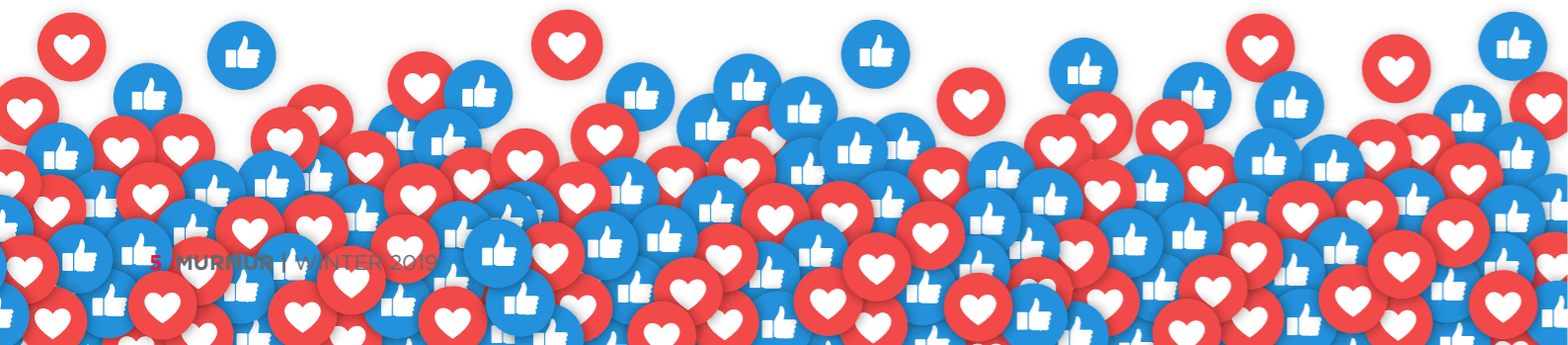
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MARIE

and the railway children



Three children have gone on to university, one has graduated from Bible College and other children have gone on to secure jobs as driving instructors, government workers and nurses

Alumnus Marie Woodward could not be accused of winding down after twenty-eight years as a primary school teacher. In the following few years she overcame cancer, taught in India for two years and began recuperating from Chikungunya, which is incurable. India opened her eyes to her next vocation and she currently presides over a small charity that fundraises for the rehabilitation of vagrant children found among India's railways and stations.

Platform Kids Fund Inc. (PKFI) work with some of the poorest, most disadvantaged, at risk children in the world – those forced by abject poverty or abuse to scavenge and beg on railway platforms. The Australian registered charity manages the financial support that comes from members of the public and “top it up with love”.

The charity was founded in 1998 by (Peter) John McCulloch from Bunbury. Initially working with leprosy sufferers, John saw the plight of India's poorest children as a stark bleakness, contrasting with the beauty and liveliness of the Indian character. Very young children dying of malnutrition, unnoticed and uncared for by the majority of the population who, because of their belief systems, saw this as 'karma', a deserved fate from action in past lives.

The organisation nearly didn't exist at all. Witnessing the death of a young girl at Vizianagram railway station, John decided to leave India for good. However on a train to Chennai, he encountered a young boy begging. He gave him his lunch and at that moment realised that he couldn't just leave and abandon the children.

Initially, he established two shelters in the state of Andhra Pradesh, before setting up a main home and school, run by his foster son Appala Raju in Kantakapalli. Appala was a former railway child who lost a leg after falling under a train. With personal experience of the railway life, Appala is ideally placed to look out for the children during the initial, alien move to a place of shelter and safety.

Platform Children Society (PCS) is now officially registered as a children's home by the Indian Government. PKFI raises and provides funds exclusively for running PCS. Sadly, John passed away in 2016, but appointed Marie to take over full responsibility for both organisations. A tall order for Marie, who lives in Collie, WA.

The facility is periodically hit by cyclones, with the last big one destroying the perimeter fence designed to keep children in and buffalos out. The staff and children work tirelessly to ensure the home operates smoothly and even grow their own crops including okra and coconuts on the farm grounds.

Children are brought to the home by India's State Child Welfare Department. If unable to be reunited with their families, children up to the age of 14 can stay at Kantakapilli. PCS wholly owns its headquarters, which includes a large schoolroom, storeroom, office, kitchen, dining hall and guest quarters. The facility is enclosed by tranquil, tropical gardens. At night, the boys sleep in the schoolroom and the girls, who were previously accommodated in the dining hall, have now moved to the guest quarters where they are more secure and have CCTV coverage.

Over twenty years the organisation has seen countless stories of destitute children transformed through having a home, education and hope.

“Three children have gone on to university, one has graduated from Bible College and other children have gone on to secure jobs as driving instructors, government workers and nurses,” said Marie.

Despite their horrific early years on the railways, many eventually return to their extended families.

“We had one boy who didn't know where he was from and he spoke a different regional language so reunification looked impossible. Then one day he saw a picture of a Mumbai street and recognised it from when he was a tiny child, before he just got on a train and ran away. After nine months with us we were able to reunite him with his family,” said Marie.

Such success stories keep Marie inspired and see her return to Kantakapilli whenever she can.

“We are just a small organisation doing what we can to help with an enormous problem. As a committed Christian, despite the unending wave of children, the challenges of securing the necessary regulatory and government approvals and the geographical distance, this is the way I feel I can best be of service.”

If you would like to find out more please contact Marie through platformkids@gmail.com



AT THE
CENTRE
OF IT ALL

She's a newly inducted WA Women's Hall of Famer, lead investigator on 4 current and major projects into Aboriginal maternal, child and youth health and wellbeing with research funding totalling \$2.3M to Murdoch University, investigator on 13 other research projects addressing Aboriginal health and wellbeing, a nurse, midwife, academic and educator. She is wife and mother. She has mastered many firsts: first in her family to go to university and the first to get a PhD; first Aboriginal head of a nursing school at a university in Australia. She is the inaugural Director of the Ngangk Yira Research Centre for Aboriginal Health and Social Equity at Murdoch. Recently, she was also appointed Murdoch's first Pro Vice Chancellor, Aboriginal and Torres Strait Islander Leadership.





(L-R) Jade Maddox, Research Coordinator and Cultural Co-Lead, Prof Marriott, and Assoc Prof Tracy Reibel, Principal Research Fellow Research and Innovation.

“

I have nurses in my family and I always looked up to them and thought, “I want to be like them”.

Professor Rhonda Marriott has always juggled multiple roles in a 50-year career advocating for Aboriginal health, wellbeing, resilience and social equity. A descendent of Nyikina people in the Kimberley through her mother, Rhonda had strong family role models growing up: “We were all encouraged: ‘you can do’, ‘you can do,’” she says.

We sat with her to discuss all she has done – and continues to do.

Q: So you wanted to be a nurse ever since you turned 18. Can you talk me through how that desire emerged?

A: Well, I probably wanted to be a nurse even earlier than that, and then I went off to start my nursing the year I turned 18. I went to Kent Street Senior High School in the days when, as a girl and a teenager, you were streamed into either the professional stream or the secretarial stream once you got to third year. I had made a decision when I was about 12 or 13 that I wanted to be a nurse. I have nurses in my family and I always looked up to them and thought, “I want to be like them”. So, I went into the professional stream and I was definitely heading for nursing.

Q: What then led you into academia?

I also harboured a secret desire to be a teacher. But nursing won out earlier because that was more of a priority for me. I went into mental health nursing. I loved it, so I stayed and did my three years of training there. I got married part way through and when I graduated, I was pregnant with my first child. I had a break while [our son] Wayne was little for a couple of years, and then I went back to work at St John’s in their psychiatric unit for five years – and then I decided I really want to do general nursing. To get that qualification is what started me on my university learning journey.

I went to work at Fremantle Hospital and ended up in intensive care, which I really loved. I had the opportunity to become a clinical nurse and a clinical nurse educator, and I thought – teaching!

I then moved to ECU in 1989. I was going there on the way to do neonatal intensive care nursing – which I didn’t actually get to do. But ECU was appealing because I could combine nursing and teaching. It was much more of a challenge and just opened up a whole new world to me.

Q: As a nurse and an academic, are you one more than the other?

A: I now combine both at a different level. I’m much more in a strategic and leadership role in my influence on the professions of nursing and midwifery and on the world of academia. And we can’t underestimate the influence of research on our practice professions.

Q: You’ve called for urgency to close the gap on Aboriginal maternity care in WA hospitals. Do more nurses need to be trained in culturally secure care or more Aboriginal women trained as nurses?

A: Both are needed. Aboriginal people are three per cent of the population. We’re never going to have parity in the workforce. What we have to do is change the hearts and minds of the 97 per cent of the population, to make our experiences of clinical care better; and doing so will make their satisfaction of providing care better.

There’s a wonderful program that’s been developed at Fiona Stanley Hospital, implemented by Nola Naylor, Director Aboriginal Health Strategy, South Metropolitan Health Service, whereby the hospital is encouraging the identification and

training of cultural champions. These non-Aboriginal staff will be the ‘go to’ person in their wards for a whole range of issues. It might be that an Aboriginal nurse or midwife is feeling marginalised, so they can go to the cultural champion for support. It might be patients who need assistance – the cultural champion can facilitate that.

Q: In the Telethon Kids Institute research into Aboriginal child removal into out-of-home care that you were involved with and which shows the alarming spike in Aboriginal child removal into out-of-home care – 10 times more likely than non-Aboriginal children – you said we have to work together to find a solution with everybody at the table. We hear this so often. What is stopping that from actually happening?

A: Everyone is trying - but I think what’s happening is that everyone’s beavering away in their own silos. While there are joined-up conversations, it’s not leaning enough towards co-designing a different way. We need to get to that translation. We need to move from the ‘we agree’ and then going back to our own silos and doing the same stuff and not doing anything together. We need to move to that point where we start to really co-design a different approach and respectfully acknowledge what everyone can bring to the table. Together, we have to change the rising tide of our children who are lost to contact with their families and their culture.

Q: Is the Aboriginal community being invited to the table to have those discussions?

A: Yes, in some ways they are. If we use as an example the out-of-home care study – and those numbers are just outrageous and totally unacceptable – there is a willingness from the Department of Communities to look at different models, and

they are trying early intervention programs, prior to that point of acute intervention. They’re very small changes though. It has some input from Aboriginal organisations, but it’s not sufficiently including all of them.

When the study got a lot of press, I said to Fiona [Stanley] that we need to take a leadership role around facilitating getting translation to practice. Because our research provides strong evidence for change.

And, we need women Elders to be at the table for that discussion. The Noongar community is a matriarchal community. Women are doing the heavy lifting; they’re taking the responsibility for their families. They don’t want to see their children and their grannies torn apart. So, we need to listen to women Elders and respond to their wisdom.

Ngangk Yira

Q: This and other research projects have been brought into the Ngangk Yira Research Centre for Aboriginal Health and Society Equity. The Centre launched at Murdoch in 2018 with you as its inaugural Director. Tell me more about it.

A: Ngangk Yira is made up of two Noongar words: Ngangk means both mother and sun in the sky, and they’re used interchangeably. It’s the journey of life because life is given through the sun, and mother gives life: So, the meaning of the word depends on the context in which it’s used, and when it’s used with Yira, which means rising, it means the rising sun. For us, it’s the symbolism of the journey of the sun across the sky, similar to the integral role of a mother in life’s journey of her family, whether it’s for her children, partner or parents. Ngangk Yira is seen as a safe space; a neutral, trusted space.



Collaborative mural developed at the Birthing on Noongar Boodjar Symposium by participants and assembled by artist Aunty Millie Penny.

Community love coming here and we have a lot of contact with community through our various projects.

The next step in the out-of-home care project will be to meet here at the Centre. Melissa O'Donnell, is the lead investigator and is one of our research associates. Melissa and the others want to meet here at Ngangk Yira for the discussion.

Q: There are a number of major research projects underway at the Centre. Can you tell me more about those?

Baby Coming – You Ready

A: The Baby Coming – You Ready project is all based around the mum, dad and the family's wellbeing. It sprang from Jayne Kotz's PhD research. Jayne is a nurse practitioner, a midwife and a child health nurse. Jayne identified that the Edinburgh Postnatal Depression Screen [mental health checklist for mothers] was inadequate in its use for screening wellbeing and wondered if Aboriginal women thought the same. So that was her question, and when she met with Aboriginal women, they all agreed.

Q: So, meeting with the mothers was part of the research?

A: That was the research. That's how it started. Out of Jayne's Kalyakool Moort project, emerged the Baby Coming – You Ready project, which is a whole new way of establishing a relationship to build rapport and trust – with targeted questions and targeted information that builds a picture of the woman's strengths and the things that take away her strength that she wants to change.

For the midwife's part, they can then ask, "How can we support you to make that change? And who in the community can we get to help support you and be a champion for you in making that change?"

We're about to pilot this rubric at local Perth maternity and GP sites that include the Fiona Stanley Hospital and the Armadale Health Service, among others.

We want to see how the program is received in different organisations, and we'll evaluate the impact for the clients, who are both the mums and the organisations.



We all want our work to be meaningful – not just a Centre on paper. It has to make a difference.

Indigenous Young People's Resilience and Wellbeing

Q: Can you tell me more about this project?

A: Ngangk Yira has a big focus on children and parents, but in between there are some young people where their experiences can so burden them that they don't have the resilience to grow strong out of that adversity. They can crumble and go under and we know that there are unacceptably high rates of suicide in young people. For example, if the Kimberley was a country, it would be the worst for high suicide rates!

We are losing so many of our young people to suicide or to substance misuse. In this particular research project, we have partnered with researchers and young Aboriginal people on Whadjuk country (metropolitan Perth) and in Coledale in NSW to understand what young people know about resilience and wellbeing. We are also keen to understand how organisations that work with young people support and encourage their resilience and wellbeing.

Birthing on Noongar Boodjar

Q: How did Birthing on Noongar Boodjar (country) emerge?

A: In 2012, along with other representative midwives, research and policymakers, I was invited to Alice Springs for a discussion on a five-year national maternity services plan that included implementing birthing on country models of maternity practice.

I was dismayed that no one was talking about women who live in the city, in an urban environment. Thirty-three per cent of Aboriginal families live in an urban environment. That's a third. What about them? I was born in Derby, so I'm a regional girl at heart, but I've lived all my life on Noongar Boodjar, so I'm urban as well and I was only hearing concerns about women who live in remote areas and their needs.

I talked with my colleagues in the nursing and midwifery office at the Department of Health and they were similarly asking why we weren't focusing on urban centres as well. So from that, the Birthing on Noongar Boodjar project began.

The project has focused on identifying the cultural needs of Aboriginal women birthing in urban maternity services, and what it is that midwives know about how to support them. This project has identified so many learnings around the barriers that exist, the bridges to build and what needs to change. Our three key recommendations underpin our next tranche of research to achieve translation of the evidence into practice, policy and education.

Health Futures Institute

Q: The Ngangk Yira Research Centre is a key focus of Murdoch's Health Futures Institute, where the University's research strengths in translational human health research intersect. Vice Chancellor Professor Eeva Leinonen has described Ngangk Yira's objectives as "pioneering

translational research that will transform the life course of the next generation of Aboriginal people and will inform changes to policy, practice and education."

It sounds straightforward, but I expect the journey is complex and long and requires research into various aspects. Are these achievable targets?

A: Yes, they are. We've only been a Centre since April last year, when we were formally launched. The research I've outlined has been in progress for some time. Birthing on Noongar Boodjar is our longest-running project and is now in its fifth year. So we had a strong platform of work on which to build the Centre.

Becoming a Murdoch University Research Centre has provided us with visibility for our research. We already had our reputation in the community, but the Centre has given the community a credible platform from which their voice can be heard more widely.

I absolutely agree with the Vice Chancellor. For the University, the Centre is important; Murdoch has social justice at its core. For me, it's about, can we give the community a stronger platform for their voice? Hell yes!

Closing the gap

Q: There are so many areas where we need to close the gap. Is there one main 'wicked problem' that you feel needs to be addressed urgently?

A: There are so many, so whatever I say doesn't mean that's the one I think is the most important. I think there's two key things as a society that we need to change. The first is racism. This is a major stumbling block to change and progress – and people can be on a scale, from being an absolute racist, to don't want to know, to don't care, to not being racist at all. At the absolute racist end of the scale, people are very blaming: "It's their fault; we've been here 200 years and we've done all of this; why haven't they got their act together?" So, you know you're probably never going to change their hearts and minds. It doesn't mean you stop trying, though!

The work of the Ngangk Yira Centre is firmly focused on families and taking a strengths-based approach. Families are not one of the identified 'close the gap targets', but we know the disparity that many, many Aboriginal families experience and this is the second thing that needs to change.

Families should be encouraged and supported to be the best families they can be, the best parents they can be, the best grandparents they can be, in order for their children to have achievable aspirations. Some of those close the gap targets will actually work towards that: education, safe births, reducing the mortality, immunisations, breastfeeding etc.

We have some really strong role models in Aboriginal families and individuals. We can all learn from their strengths and how they've overcome the barriers they experience in society. That's fundamental to the research work we do.

Q: Is there a career highlight that stands out?

A: I think the Ngangk Yira Research Centre. It's fundamental to my desire to see us bring about change and it's also the culmination of all my experiences. I wouldn't be attracted to work collaboratively with the people I do had I not had those connections with them and thought, "Yeah, we can do great things together". I think the Centre is a legacy for all of us because it represents the many different perspectives and aspirations of a diverse group of researchers, clinicians and Aboriginal community members who have come together to create meaningful change.

That, to me, is probably the highlight of my career. We all want our work to be meaningful – not just a Centre on paper. It has to make a difference. As the Vice Chancellor said, it has to be transformational – for the University, for our society.



CHARTING A NEW COURSE

Career changes often have unusual beginnings and for one Murdoch alumnus the genesis emerged through the daily need to walk the dog. It was this domestic obligation that sparked the imagination of Manus Higgins (B Applied Science in Energy Studies 2003 & MSc Renewable Energy 2004) as he strolled the South Perth foreshore for several years.



On his usual route, Manus was repeatedly drawn to a forlorn looking paddle steamer that for years never moved from its Mends Street jetty mooring. All he knew was its name – The Decoy.

“I used to pass this boat and thought it looked attractive. I couldn’t see why it was not operational. It sat there for about five years, looking a bit sad with tarp hanging over the side and in need of a lick of paint,” said Manus.

At this point Manus was fully established in a career in the energy sector. An industry that had seen him work right across Australia. One post saw him establishing power in remote Indigenous communities, another at the Australian Carbon Exchange, saw him involved in the establishment of an online trading platform - uncharted waters during the Emissions Trading era. Married with young children, Manus was secure in

the sector but weary of the industry inertia and slow speed of getting renewable energy projects to fruition. So one fateful day he went online.

Through a simple internet trawl, Manus was able to establish that the steamer was out of survey and not able to be used by the public and that it was owned by a man named Charles Cox from Mandurah. He actually had The Decoy for sale. Manus met with him and they came to an agreement where Manus would put some funds into the project and they would work collaboratively to get The Decoy on the water again.

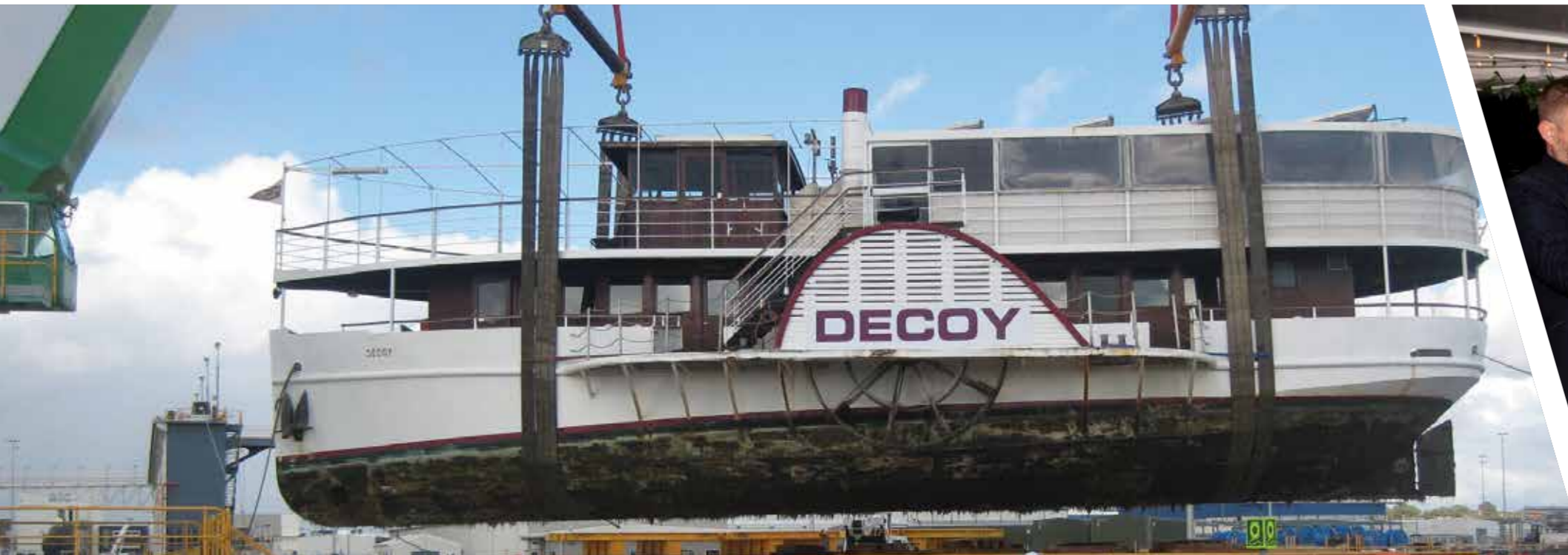
The first hurdle was the biggest. Needing registration, they had to get the steamer down to Henderson in Western Australia, so it could be lifted from the water and surveyed. The first attempt got them to the end of the channel before an electrical generator blew up and forced them back to the jetty. Setting off

at midnight a few weeks later, they made it to Henderson and then came the scary moment.

The shipyard had arranged for a crane that could lift the vessel out of the water using two giant slings. Industry experts were sceptical of the plan.

“The ship was designed for the sea. I knew it was a strong vessel but people were telling me that it would break in two as soon as it lifted clear of the water. A few were nautical experts so it was extremely scary. Charles simply couldn’t watch and drove away, but I stayed and held my breath. It was absolutely fine,” said Manus.

Once clear of the water they were able to complete the structural tests, renew the anti-foul on the hull and even had a few days for some painting.



The Decoy was deemed safe for public use and the preparation began in earnest. A liquor license was acquired and then Charles and Manus worked on tarp, steelwork, decking, plumbing, painting and the cool rooms. All the frenetic activity caught the attention of the passing public, several of whom had got married on The Decoy in its early years.

"A lot of people came up to tell me that having a boat was simply a fiscal drain, but there was also a lot of people who came up with a slice of envy saying how they had often thought of doing something with the boat," said Manus.

This industrious period saw the emergence of a volunteer who has been instrumental in The Decoy's success. A mechanical

engineer who had worked at the Water Corporation for 35 years, Robert Jaunzems was in a challenging period of his life and looking to offer a hand.

"I don't think we would have made it without him. He worked through his problems on the boat I think. He did all the decking himself, oiled the sides and so many other things and is still helping us out today," said Manus.

Jock McBroom was another key player in the life of the paddle steamer. Although working full time for the Australian Border Force, Jock is a qualified steam engineer who brings an array of expertise to the project.



But what's the measure of success? I think perhaps it's the number of volunteers and people getting satisfaction from it.

"He brings so many skills, including welding. He knows all the systems really well, knows when things are due for replacement, interprets priorities and just knows what needs to be done so things don't fall over. He's away a lot, but when he's in Perth he spends a lot of time here, all for free, just because he loves the boat."

Manus and Charles steadily built the business with cruises, corporate events, jazz cruises and more recently, history tours that document landmarks and milestones from the life of the Swan River. Early coverage from local media helped spark interest, but the passion of the public and volunteers has been integral to the growth of the endeavour.

"I'm a science guy, but this boat seems to have a vibe that draws people in. For example, early on as I got more cruises I realised I needed another engineer or I would be in trouble. I was grumbling and fretting as I walked down to the boat one night and there were three intoxicated guys in front of me. One of them started chatting, asking if it was my boat etc. He then asked what was wrong with me and I replied that I would be more inclined to converse if one of them was an engineer. One promptly stepped forward and said "I'm a steam engineer". His name was Ken McLewan. He had all the appropriate

qualifications and was looking for work. I couldn't believe it. I thought they were joshing with me, but a few days later he came on board. He brings his own unique elements and skills to the operation. That's how it's been. Just when you are on the edge and need something or someone the boat seems to attract them."

The Decoy was built in 1987 as a replica of the original Decoy paddle steamer which worked on the Swan River between 1906 and 1909. It was built to feature as an escort vessel in the 1987 America's Cup but wasn't finished in time. The engine however dates back to 1905 and came from a Pemberton sawmill that closed in the 1960s. It was converted by Bunnings Engineering, the famous hardware chain that had its heritage in sawmills and the timber industry. The Decoy's steam engine mesmerises onlookers. Many trippers head straight downstairs simply to stare at it. It's evident that the simplicity of it all and the beauty of it operating fascinates visitors.

The future Manus envisions for his boat echoes his passion for renewables and comes full circle to the principles of sustainability brought home during his Murdoch years.

"There's no big leap forward to heat the water with a bio oil and have that part of the whole mechanism based on sustainability. We can now replace the electrical generator with a battery and I'm hoping to install solar on the roof. It will be amazing to come full circle and take the old technology and fit it with the requirements of the new world," said Manus.

As the discussion concluded and sun set on the river, Manus reflected with justifiable pride on his switch from a career based on the bringing of power, to one based on the bringing of joy.

"It was a lot of strain at the beginning, but it's worked. It's come a long way and is growing and growing. But what's the measure of success? I think perhaps it's the number of volunteers and people getting satisfaction from it. Like anything, you don't know the depths of something when you start. The business model didn't factor in passionate volunteers who would help out so much. I guess I feel a little vindicated, as in yes, this was a good idea. It shouldn't just sit there on the dock. It should be opened up to the people. This beautiful looking thing with its steam engine inside... something should be done with it. So I did."



FINGER ON THE PULSE

“

I wanted to create a technology that would empower any frontline worker to improve their team and their organisations quickly regardless of their technology skills.

Canadian-born alumnus James McDonough (MBA International Business 2009) did not set out to be an entrepreneur after graduation. His initial goal was to get into management consulting. An ambition subsequently achieved, but one that became the catalyst for him to create his own software company that is transforming the operations of heavy industry across the globe.

James was a co-founder of SEE Forge, a mobile technology company that launched FAT FINGER – a revolutionary app that can be used in place of paperwork for standard operating procedures such as safety audits and operator rounds at construction sites, oil and gas plants and other industrial locations. The technology allows corporations to see what is happening at field locations in real-time and digitise their slow, labour-intensive, traditional paper-based processes. FAT FINGER is now being used globally and is currently being rolled out by the largest oil and gas company in the world.

The genesis for his idea emerged from the bottom. James started at the lowest, grunt-level positions in pulp and paper mills before eventually working his way up to management consultancy projects across numerous industries such as oil & gas, mining and government.

“I spent a lot of time with operational people in the field and I was frustrated at how slow and unsustainable the enterprise is to making change. I realised how it could be done faster and more efficiently through the adoption of technology. I wanted to create a technology that would empower any frontline worker to improve their team and their organisations quickly regardless of their technology skills,” said James.

Just like Google or Hewlett Packard, James started in a garage, developing a prototype product for FAT FINGER while he was working at Deloitte. Taking it out to industry, James was able to draw on his broad experience in his presentations that explained how the app was a solution to a significant, industry-wide problem.

“I knew my customer. I have lived in their world. I was able to speak their language and present the product in a way that was compelling to them – they and I both knew that this was a problem,” he said.

Although James knew the industry, there was still a challenge of bringing such new technology into slow moving organisations. He was demonstrating the power of drag and drop app building the year the iPad first came into the market. This presented a challenge as executive teams were initially more mesmerised by seeing an iPad for the first time. The no-code platform was extremely new and there was a long initial period where industry needed to catch up in order to grasp how FAT FINGER could revolutionise their operations by digitising all their standard operating procedures.

There’s a common belief that for budding entrepreneurs an MBA is an essential stepping stone, but James outlined how this was dependent on which industry you are attempting to serve with your product or service.

“I had a clear goal of getting into management consulting and prospective firms that I was trying to get into value the MBA and therefore it made sense for me to complete the qualification. However it depends on what you are interested in doing. In some industries an MBA is not essential and maybe you would be better served completing an engineering qualification. The decision should be based on what your prospective market values and what differentiates you as a prospective team member,” he concluded.

Thoroughly enjoying his time at Murdoch, James remained in Perth for a few years to gain industry experience before commencing the launch of FAT FINGER. Finding himself on a lot of late night calls to the United States, he decided to relocate the company to San Francisco and later Houston, a city internationally renowned for its energy industry. Following the move, the company took on venture capital and is expanding rapidly as a huge customer demand comes knocking at the door.

For any budding entrepreneurs out there, James stressed the importance of interpersonal and communication skills with which to build relationships with people at all levels. He believes this is vital, coupled with investing time in industry events, attending conferences, networking events, start-up demo days and hackathons. There are no substitutes in terms of platforms with which to share ideas and meet peers, customers, suppliers, mentors and investors. Now fully embracing the entrepreneur lifestyle, James reflected on the key elements his career trajectory had revealed:

“The first stage is to step back and understand whether the company or industry you are serving is aligned to your values, your ‘personal why’. The more you understand about yourself the better, and why it is important to create your idea and who it serves. Is what you are doing deeply connected to your personal why and not, for example, just about money?

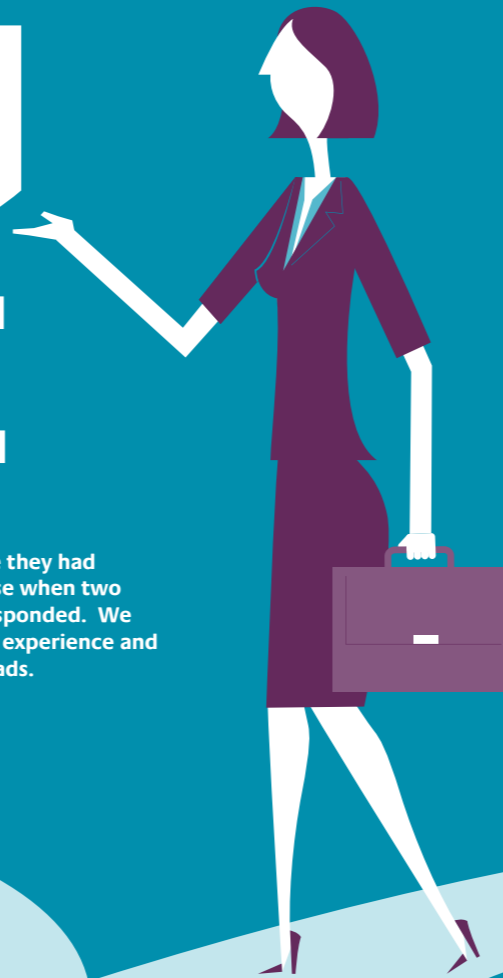
The second would be to make sure you do the groundwork. Go out and work for the industry that you are looking to serve. If it is a product for mining, go and work in the mining world or a related service company. You need to understand as much as possible about the environment you are looking to disrupt or improve. I worked at all levels of the companies we serve from the front-line operational level where I got covered in hydraulic fluid, right up to the executive level.

The third element is to surround yourself with other entrepreneurs at all levels. This includes peers - other entrepreneurs who are just starting out. But you should also seek mentors – those who are a few steps ahead of you. Perhaps they have already raised funding, or already have customers and a small team. These should be combined with ‘sage mentors’ – people who have led large teams, lived through market cycles, and bought and sold companies. Surround yourself with people who have actually built a company, not just heard from a friend or read a book about it.”

For more information: www.fatfinger.io

THE BIG CHOICE

At the start of the year we reached out to alumni to find out about the toughest choice they had encountered and moreover, the resources and methodologies that may have been of use when two options were pulling in two equally weighted directions. Thank you to all those who responded. We received a broad array of turning points and tools which bring a depth to this universal experience and hopefully go some way to helping us all a little as we encounter our next major crossroads.



“

I give each choice...24 hours of my full attention. I live with the reality of each option for 24 hours, imagining how my life will be if I am living that option. By the end of the 48 hours, I have usually come to a decision about which option feels more comfortable.

I have a pretty effective strategy I use whenever faced with a big, potentially life changing, decision. In addition to talking it through with people close to me whose opinions I value, I give each choice (e.g. stay in the job or move to a new one) 24 hours of my full attention. I live with the reality of each option for 24 hours, imagining how my life will be if I am living that option. By the end of the 48 hours, I have usually come to a decision about which option feels more comfortable.

Dr Georgette Leah Burns
PhD Tourism 2009

The decision, following the death of my first husband was whether to stay in Western Australia or relocate again to Sydney and be surrounded by extended family.

The drive to move back was strong, despite seven excellent years in WA, a job that I loved, and two teenaged children engaged in great education programs. I felt very much alone in the State as an adult and single parent. I was very engaged in my school work and in my community, but having no other related person to put as my first contact within the state in case of emergency made me feel the weight of responsibility towards my children.

I had property already purchased interstate as preparation for the move. I was engaged in job interviews interstate had in

fact progressed to the final stage of the interviewing process. I believed this would be the best decision for the family given our circumstances and despite having good friends in this state.

After returning home from my final job interview, my daughter, 15 years old, informed me that under no circumstances could she leave WA and her current boyfriend and that she would run away from home in order to stay with him. She was so stressed that she had neither eaten nor slept in the preceding days of my leave. On the counter side, my older son was keen for the move.

I decided to stay in WA, keep my job and continue the current path.

The decision was motivated on both sides by family relationships as foundational to wellbeing in life choices. It overrode decisions which would have been helpful financially and probably employment wise in the longer term. But relationships, particularly for my daughter at such a critical time of bereavement came first.

Eleven years later, remarried and having undertaken further study at Murdoch, my life has moved on, and I am still, happily living in WA with new extended family.

Rev Dr Anne Wright
PhD Education 2014



I'm Emma, an Environmental Advisor on a remote gold mine near Laverton, WA. My toughest choice was recently, when I received two job offers and I really could not decide which one to take.

When I'm faced with a decision like that I always do a pros and cons list. Get all your ideas about each one out of your head so you can compare them. While you're doing that, think about why you want to make a change in the first place, and don't forget to think long term, so it's not just a snap decision. One of the jobs I'd been offered was offering a better salary than the other one, however it was only a 12 month contract and I wanted longevity to grow within the company. I also thought about the two different environments and what I could earn in each role, and which of those I valued more.

In the end, I spoke at length with my partner, family and most importantly, members of my professional network whose opinions I valued. If you admire someone and the career they have built, I find that a good foundation for who I want to ask advice from.

One thing which made my decision really hard was that I didn't have time to think about it properly. Of course, when I had to make the decision, the timing was terrible as I was training for the Mine Emergency Response Competition. I was really honest about where I was at, and explained that I didn't have time to think it through at that point, and asked if I could let them know in another week. They were happy to oblige and as they were both mining companies, they thought it was great I was competing in Mines Rescue. I had the time to finish the competition and then have the conversations I needed to have and turn my focus to my decision.

I am enjoying my new role and I haven't looked back. It feels natural now and I am happy with my decision, but even if I wasn't, I know that I gave it a lot of thought and used all the information available to me to make the best, most informed decision I could at the time.

I am proud to be a Murdoch alumnus, working in Central WA, assisting with the sustainable development of one of WA's biggest gold discoveries in recent years. I am working closely with the local indigenous community including training a community member as an environmental trainee.

John C. Maxwell was right in that "Life is a matter of choices, and every choice you make makes you". I can't wait to see what this choice makes of me.

Emma K Reid
BSc Sustainable Development 2011

In my final year at Murdoch University Dubai, I had a choice between internship and full time employment. In short, I had successfully passed an interview for a renowned business intelligence firm as an intern for three months. Parallel to this offer, I also passed an interview to a rather mediocre, yet full-time position at a prominent airline. What made the choice difficult for me was I had to choose between two positions, one guaranteed employment which is quite big for someone who is yet to graduate, while the other was much closer to what I was majoring in. To this day I wonder if I made the right choice. That being said however, I do not have any regret. To me, there are always number of paths at critical points in life, and what makes them right is one's perception. As any path leads somewhere, whether that place is good or bad is up to you.

Kambar Kalekenov.
B Commerce 2015, Murdoch Dubai

Now, that I am fast approaching the tender age of 85, I ponder, whether the toughest choice in my life is yet ahead. In my life I let two ways, or if you wish methods, guide me through the decision making process. One was to read and re-read Rudyard Kipling's poem "If" before any significant choice I had to make, for it gave me the necessary strength needed to make a required choice. The other was to take a sheet of blank A4 paper and fold it in half and write down on the left the advantages a certain choice would offer and on the other side the disadvantages. Both would take into consideration my personal and family circumstances and the economic impacts of the choice that was to be made. This process guaranteed that I did not let emotions guide me in making what might turn out to be the wrong choice. Strangely, readers may find that one side of the list is generally longer than the other. This greatly facilitates the choice one has to make. However, every choice one makes in life is tough and there are no known scales or criteria against which one might measure their toughness, other than perhaps the force of the emotional impact a certain choice has upon oneself and one's loved ones.

Dr. Wolfgang W. Frick
BA (Hons) Chinese Studies 1981, MA Literature & Communication 1989, PhD Asian Studies 1996

At the age of 44, with a wife, two kids, a house and a career, I was offered a two year work contract in the Middle East. So many issues to consider. Would the kids hate me forever? Is there an English speaking school? Does anyone speak English, because I don't speak Arabic? Is it safe? And so on.



Well if you don't go, you'll never know and spend the rest of your life wondering, "what if?"



In discussing it with a friend, they said "Well if you don't go, you'll never know and spend the rest of your life wondering, "what if?" So we went. It wasn't always easy (for example the war on Iraq created some excitement) but none of us regret it now.

Paul Etheredge
B Policy Studies 2000
MA Public Policy 2005

My toughest professional choice took place in the 1990s. The choice was whether I should raise objections to how a promotional arrangement should proceed within my workplace because the process proposed would have confirmed me in a new promotion, but not allow any other women to occupy the remaining four positions which would have gone automatically to the existing male position holders.

By 'whistle blowing' on the process I knew that there would be external intervention in how the arrangement would be conducted. The collateral damage would be that I would be considered not to be a team player and rule myself out of the upcoming promotion.

I went ahead and reported the situation and an open process was subsequently implemented and this brought entirely new people into the newly established roles including two new women into the five positions, one of whom later was to become the CEO.

I was sad that I had taken the difficult choice where I knew that further promotions would be difficult for me because I'd be marked as not a good team player. It would have been easy to rationalise that I would have been very valuable in the new promotion and to therefore have stayed quiet and taken up the new role. However nothing would have changed and I have always considered that I did the right thing in raising formal objection to the process.

Dr Jennifer Nevard
MA Education 1993
PhD Education 2005

I recently completed my feature film, entitled 'Oversteer'. For over two years I was working on it as a commercial film. However in the end I had to make a choice, either to continue waiting to make it, or produce it as an independent film instead. I guess it became personal. I had discussions with friends in the industry, ones that I trusted. They felt that it was going to be an extremely tough route to take, but they will stand by and

support my decision, both physically and psychologically. That was enough to help me make my decision.

Going the independent route forced me to think in a new way. From conceptualisation to execution I had to align with what we can do, rather than aim for the skies and fall flat.

Derrick Lui
BA Media Studies 2000

I am a vet who graduated in 1987 and acquired my first dog whilst doing placement in a vet clinic in my 4th year of studies. She was beautiful and the light of my life. Once I graduated, I moved with Emmy-Lou to Adelaide to work where, at that time, there were no specialists or major referral hospitals. Emmy-Lou initially started to be unable to raise her tail, then was unable to jump up and finally became paralysed in her hind legs. I took her to the only vet in Adelaide who was doing spinal surgery at the time. There was no such things as CAT scans or MRI available, but he performed a myelogram to gain some information about her problem. We could see there was a mass compressing her spinal cord in her lumbar vertebrae. We had no way of knowing if this was operable or not without performing invasive surgery to remove bone around her spinal cord. There were many potential hazards of surgery, but there was also the possibility that this surgery could return her function. I had a decision to make and was finding it very difficult. All vets turn to marshmallow when it is their own pets.

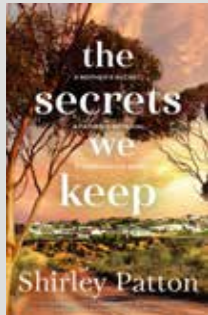
The vet helped me in a way that I had never contemplated before. He asked me "What is the worst thing that can happen?" I instantly answered that we operate and find that there is nothing we can do. "Right" he said, "In that case we don't do surgery and manage her with medicine as best we can" He explained the process to me that if I had answered "We don't operate but it is something that could have been fixed by surgery" then we should go ahead.

Emmy-Lou lived on in a specially designed cart for another 18 months with me having to be a very active carer before I euthanased her for pain I could not alleviate. I have thought often about this process of decision making and have always been completely comfortable with my decision. I have used this process many times with my clients over the years when they, too, vacillated. I think it has brought relief to some.

Veronica Monaghan
BSc Veterinary Biology 1986
B Veterinary Medicine and Surgery 1987

IN PRINT

Books produced by our talented alumni and staff



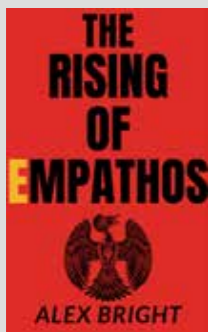
The Secrets We Keep – Shirley Patton

Former Murdoch student Dr Shirley Patton left WA for the Apple Isle and completed her studies at the University of Tasmania. After completing a masters of Creative Writing Shirley was committed to writing fiction full-time. Honing her skills through short stories in a variety of literary publications, Shirley has recently released her debut novel. The Secrets We Keep is a story about a woman trying to outrun her past. In 1986, Aimee McCartney travels from Perth, where her father is a government minister, to the goldmining town of Kalgoorlie on the edge of the Nullarbor Plain, to work in a welfare office. Through the relationships she forms with three local women, Lori, Kerry and Agnes, she is confronted by the consequences of her past decisions.



Zeroes & Ones - Cristy Burne

As the subtitle suggests, this is a compendium of the varied geeks and pioneers who have shifted the technological landscape. The book was named a 2019 Notable Book by the Children's Book Council of Australia. Author, editor and writer of all things STEM, Cristy Burne (BSc Biotechnology 1998) takes the reader on a world tour that charts the key milestones in the development of technology. From fledgling PCs to WikiLeaks and smartphones, Cristy uses an array of weird facts and engaging anecdotes to chronicle the genesis of life changing gadgets.



The Rising of Empathos – Alex Bright

Alumnus Melissa (Sharpe B. Engineering, B. Commerce 2015) has recently published her debut novel – The Rising of Empathos. Written under the penname Alex Bright, the science fantasy is aimed at the young adult audience and follows the adventures of protagonist Ava who finds herself in a strange and futuristic land. Available through Kindle and paperback, the novel is the first instalment in Alex's Chronicles of Esperanza series which will feature more tales of the mythical, magical world.



What Mum Taught Us – The Issa Family

Three siblings, all Murdoch alumni, joined forces with their other brother and sister to create a magical book that pays homage to the life lessons lovingly passed on by their mother. Theodora Issa (M. Electronic Business 2003) Tomayess Issa (BSc Information Systems 1998, MSc Telecoms Management 2000) and Touma Issa (PhD Chemistry 2002) teamed up with siblings Tamara and Theodore to document both the valuable lessons and Mesopotamian dishes passed on by their beloved mum. Published earlier this year in the US, the book is a fitting testament to a remarkable woman who guided her five children way into adulthood and left them with an indelible recipe for life.



VICE CHANCELLOR'S COLUMN

The Murdoch University you may recall continues to evolve at a rapid pace as we strengthen our position as a truly global university. I was reminded of this during a recent trip to China where I met several of our key teaching and research partners. While visiting Qingdao Agricultural University, I had the pleasure of signing an MOU to expand our partnership and launch a new joint research institute focusing on agricultural and environmental health. This partnership will include a PhD program, academic exchanges and joint research projects.

During this trip, I also had the opportunity to visit the Shenyang Institute of Engineering. Based in the largest city in Northeast China, the Institute has forged a productive 13 year partnership with Murdoch. The visit generated some productive discussions regarding the ways we can expand and deepen our interscholastic collaboration.

The University has been the recipient of some significant funding boosts over recent months. This included \$25 million of Federal funding to aid the establishment of the Harry Butler Environmental Education Centre – a state-of-the-art facility focusing on the achievement of sustainable environmental outcomes through economic development. The Centre will form an important part of the University's new Health and Knowledge Precinct. There will be no other facility like it in the world, one that brings together students, researchers, private industry and the wider community to explore the benefits that economic development can deliver to help protect our natural environment.

Earlier in the year the Federal Minister for Health, Greg Hunt, announced \$10 million in funding for the Australian National Phenome Centre. A person's phenome is a biochemical snapshot of their unique biology that results from complex interactions between their genes and their environment and the environmental influences include factors relating to diet, lifestyle and exposure to pollutants. Analysing these biological 'fingerprints' helps researchers better understand the underlying causes of disease and ultimately to develop personalised therapies, as well as promote better life style choices, for optimal individual disease prevention, treatment and management.

Phenomic research is set to revolutionise the diagnosis, prevention and precision treatment of a multitude of medical conditions including obesity, autism, Type 2 diabetes, and dementia. The \$10 million investment will allow us to bring forward the purchase of several pieces of cutting-edge technology, helping us develop the leading phenome centre in the southern hemisphere. This will further cement the University and Western Australia's position at the forefront of global precision medicine research.

I am happy to report that the number of students choosing to study at Murdoch continues to grow. This reflects our work to improve the student experience and innovate in our teaching and learning, so our students can go on to thrive in society and be highly sought after by employers. Our success in this regard is echoed in our ranking as the top university in Australia for employment outcomes in the 2018 Graduate Outcomes Survey-Longitudinal. The results showed that 96.7 per cent of Murdoch undergraduates secured employment after three years.



As I write, the University is beginning to plan for our 50th birthday celebrations in 2025. As alumni, you will have a pivotal role to play as we celebrate half a century of outstanding education, research breakthroughs and positive impact on the wider community. I will continue to update you on developments as we strive to reflect the Murdoch ethos and develop innovative ways to celebrate and honour our beginnings, our rapid evolution and all the important people who have helped make the institution what it is today.

Murdoch will shortly bid farewell to our Chancellor, David Flanagan, who is stepping down at the end of his second three-year term. The University owes a considerable debt to David. As Chair of the Senate, his leadership and visionary stewardship has ensured that the University continues to drive forward our vision of making a positive impact on society through education, research and engagement. David was instrumental in the development of the University's 10 Year Strategic Plan, a blueprint for our development as a world-changing university that educates the free thinkers who will shape the future and delivers ground breaking translational research to tackle the big global challenges. It has been a great privilege to work with such an inspirational Chancellor and we thank him sincerely for the outstanding leadership he has provided for our fine university.

Professor Eeva Leinonen
Vice Chancellor

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