

The Muresk Old Collegians'
Association Incorporated

Imagine what could be...

Imagine what could be...



MOCA'S AGRIBUSINESS REJUVENATION STRATEGIES

**MURESK AS CATALYST FOR
AGRIBUSINESS REJUVENATION**

1 EXECUTIVE SUMMARY

Since Curtin University unilaterally announced its intention to withdraw its courses and financial support from the Muresk campus, no government (state or federal), has subsequently released a cogent policy for the future of Muresk, or tertiary agricultural education. The announcement coincides with the largest known gap between industry needs for graduates and the higher education sectors supply of them in history. The situation facing industry today is beyond dire it is chronic. The supply-demand mismatch affects each industry in different ways; but in general, industry simply cannot get the graduates it needs.

The unfolding of the Muresk issue uncovered and highlighted a number of key issues facing Australia's mainstay wealth-creating industries, and the regions within which they predominantly operate. Nowadays, tertiary education in Australia is a curious mix of state owned and controlled education assets that receive Commonwealth funding based entirely upon student enrolments numbers and no other criteria. There is no nexus between tertiary education outcomes and industry needs for skilled graduates, and particularly those wishing to live and work in regional Australia.

To date it has been the 'track record' of key decision makers to ignore or exclude the key stakeholders involved with the issue, its graduates, from any genuine consultation processes until recently, when the Minister for Regional Development and Lands invited MOCA to write to him with some proposals on 25 May 2011. In response, this report arises from the voluntary efforts of the Muresk Old Collegian's Association Incorporated (MOCA) to address all the key drivers underlying the issue facing the industry, the regions it operates in, and the institution itself.

MOCA has identified eight (8) strategic options for future directions, they are:

- OPTION A: CLOSE MURESK AGRICULTURAL COLLEGE
- OPTION B: CYOI MODEL (THE HOLDING PATTERN)
- OPTION C: COWAN MODEL ENHANCED (MURESK REJUVENATED)
- OPTION D: WOODHAMS MODEL (WA'S 1ST REGIONAL UNIVERSITY)
- OPTION E: MOCA MODEL (INDUSTRY-BASED UNIVERSITY COLLEGES)
- OPTION F: WA HYDRIB MODEL (COMBINATION WOODHAMS [REGIONAL] & MOCA [INDUSTRY] MODELS)
- OPTION G: AUSTRALIAN HYBRID MODEL
- OPTION H: INTERNATIONAL INDUSTRY SOLUTIONS

This report explains why MOCA recommends Option E, albeit in a staged way working from Option B onwards. Options G & H provide future growth pathways at the national and international level.

The Muresk Old Collegians' Association Incorporated (MOCA) wishes to make a positive contribution to the development of the tertiary education in regional Western Australia, for the economic benefit of WA, and beyond. It does so in such a way as to ensure the perpetual production the very thing every region needs: well-trained industry-ready graduates who actually want to live and work in the regions. MOCA achieves this in a manner consistent with industry demand for them because the solutions arise directly and comprehensively from engagements with industry, and the regional institutions within which they operate.

If current city-based universities cannot equitably deliver industry-relevant educational services to WA's regions, then an industry-relevant regional University will, because its very existence will be dependent upon its relevance to the regions and the industries that underpin them.

Further information may be obtained from: The Secretary, Muresk Old Collegians' Association Incorporated, Locked Bag 1, Muresk WA 6401 or secretary@muresk.com.

2 KEY POINTS

KEY POINTS

<p>Main Recommendation</p>	<p>MOCA recommends the phased development of WA's 1st 'industry-relevant' regional university, commencing with the full implementation of the <i>Cowan Report</i> (with the C Y O'Connor Institute as <i>inaugural</i> tenant).</p>	<p>Create WA's 1st Industry-based Regional University (in stages)</p>
<p>Competitive Strategy for Regions</p>	<p>We are developing a strategic vision here, not a rescue plan. We will alter the competitive basis of industry-based regional education to WA's advantage, by educating our future industry leaders in the regions.</p>	<p>Positioning WA's Mainstay Industries Globally</p>
<p>Multi-disciplinary</p>	<p>Our students will experience the most multi-disciplinary and personally rewarding industry-relevant learning experiences available in the world today</p>	<p>Education with everything</p>
<p>Agribusiness</p>	<p>Agribusiness is the world's largest industry, and Australia and WA's second largest industry. One WA farmer feeds 330 people, 3 times a day, 365/24/7</p>	<p>Agribusiness: World's Largest Industry</p>
<p>Regional Costs</p>	<p>We intend to raise sufficient trustee-managed capital-secure funds to invest safely, for the generation of enough income to cover wholly the operating costs of running regional campuses, in perpetuity.</p>	<p>Fixed Capital Funds will put Regional Operating Costs on a level playing field</p>
<p>Industry Support</p>	<p>Industry will support an industry-based regional University simply because it can be assured it is listened to, and funds it provides will not be siphoned off for non-industry purposes.</p>	<p>Muresk is Agribusiness (first to introduce and recognised as best courses)</p>
<p>Market Failures</p>	<p>Yawning gaps between WA's mainstay wealth-creating industries needs for graduates and the supply of them is proof of long-term market failure. New approaches are desperately needed (short and long-term).</p>	<p>The system is broken; it is failing industry, and it we must fix it.</p>
<p>Regional Failures</p>	<p>We provide proof that those that train in the regions, stay in the regions. 40 Years of city-based universities have failed to produce an equitable outcome for rural, regional, and remote Australia.</p>	<p>The system is failing the regions, and we must fix it.</p>
<p>Agribusiness Rejuvenation</p>	<p>In order to fix the 'Muresk mess', MOCA realised the need to address the larger problem of the chronic state of tertiary agricultural education. MOCA devised agribusiness rejuvenation strategies and is <u>putting them into action</u>.</p>	<p>Muresk is Agribusiness in action. We are creating a new industry peak body.</p>
<p>Cost Shifting</p>	<p>The Muresk issue demarcates a key policy challenge; "<i>will the State Government re-enter the tertiary education funding arena to meet the proven the needs of industry?</i>"</p>	<p>WA needs to devise a tertiary agribusiness education policy.</p>

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4 INTRODUCTION

Throughout this document, there is reference to the similar predicaments facing other industries (all of which are essential to the wellbeing of regional Western Australia). Whilst MOCA focuses predominantly on the agribusiness sector to extract the underlying issues, MOCA acknowledges wealth-creating industry in each regional area exhibits similar problems, albeit each in slightly different prevailing circumstances. We urge the reader to focus on the general and generic principles highlighted herein. This is because they face ‘Muresk-type’ dilemmas too, albeit in varying degrees of seriousness.

MOCA’s perspective on Muresk’s future is analogous to that of the WA School of Mines Graduates’ Association (WASMGA) concerns with the future of the WA School of Mines Kalgoorlie campus.

Further, MOCA believes that in order to solve the challenges facing the Muresk campus, it must first address the chronic state of tertiary agricultural education in Australia today. This means, necessarily, MOCA has to address wider issues, and propose solutions to fix them, including:

1. Perceived low industry attractiveness in agricultural/agribusiness (see definitions);
2. Industry-wide structural issues facing the agribusiness sector nationally;
3. Underlying causal models in the higher education sector (i.e. factors militating against industry-related tertiary education) and related market failure issues. Clearly, there is a total mismatch between industry demand and higher education’s supply of graduates and other skilled workers. How can that be?
4. Factor conditions regional residents face when living and working in rural, regional, and remote areas.
5. Expression of the above points 1 to 4 in Western Australia, and Australia-wide.

On all available evidence, recently confirmed by ‘our’ Agribusiness Leaders Convocation in Canberra on 12 May 2011, MOCA believe that *‘the system is broken and it needs fixing’*. It that respect, the situation facing Muresk is only a ‘symptom of a much larger disease’, and Muresk’s circumstances are almost inconsequential compared to that greater national malaise.

However, as MOCA is duty bound by its constitution to advance the cause of agriculture and Muresk, our proposed solutions put forward Muresk as the catalyst for our industry’s rejuvenation. As a natural consequence of that, then the rejuvenation of the regions, through the perpetual supply of industry-trained graduates most relevant to all regions.

Muresk, the WA School of Mines in Kalgoorlie, and some other regional campuses have well established records of accomplishment in supplying excellent future industry and regional leaders that our society must have in order to remain globally competitive. In the case of Muresk, despite its small size, it competes in the world’s largest industry, and WA’s and Australia’s second largest industry, so that is a very significant achievement indeed. In that regard, the proposition that Muresk should close as a tertiary agricultural

Muresk as Catalyst for Change in all Regional Australia

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Indeed, MOCA believes that fixing the ‘Muresk problem’ will be catalytic in terms of fixing a national problem for the business of mining and agriculture right throughout regional Australia.

educational institution is an anathema to common sense, and it is with complete frustration and incredulity that Muresk is in this position at all, particularly when the demand for its graduates has never been higher.

If Muresk graduate output increased four-fold overnight, then it would still only fulfil about 5% of agribusiness graduate vacancies in WA - the situation facing our State's domestic agribusiness sector is indeed beyond dire, it is chronic.

Finally, reference to funding sources throughout this document pertains to those provided by public sources, mainly in the form of 'no strings attached' funding from the Commonwealth based on the number and type of student enrolments. Many educational institutions do receive other sources of funding, often in very large amounts, but these are mainly on a 'fee for service' contractual basis (e.g. industry research, sponsored scholarships, etc.).

5 PURPOSE

MOCA's main purpose is to support any efforts to 'right size' the supply of graduates to optimally match the legitimate education and research demands of our wealth-creating industries is all-important; it is the smartest investment we can make as a society.

This report's purpose is to outline a cogent strategy to rejuvenate the agribusiness sector and, via it, contribute to improve the fortunes of all regions in WA, and beyond.

Central to any industry rejuvenation effort must be an increase in the number of enrolling students in industry-relevant higher educational institutions in the rural, regional, and remote areas of Western Australia. An industry development strategy, or a regional development strategy, without attention to the supply of graduates, is simply unheard of and would hamper the effectiveness and efficaciousness of any such strategy accordingly.

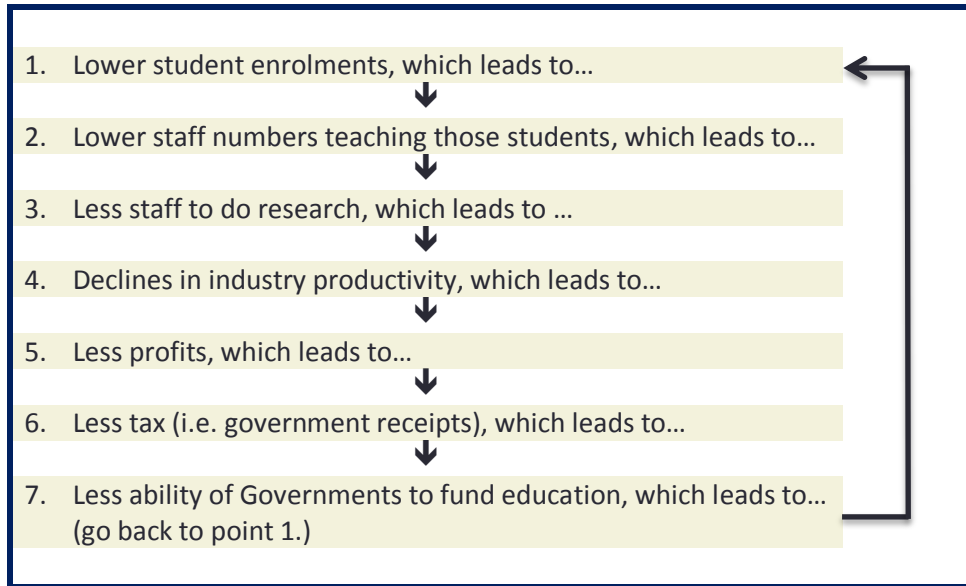
Why is our focus on increasing agribusiness student enrolments? Because of these fundamentally simple but important notions:

- 👉 Education is all-important: no modern society has been able to develop without a decent education system.
- 👉 Personally, when we think about our own children, our first thoughts are to provide them with the best available educational opportunities to suit their abilities, to maximise their chances of success.
- 👉 The best chance of success for any industry is the constant supply of talented, well-educated leaders and employees to work in it.
- 👉 The best chance for our regions is the constant supply of talented, well-educated people who actually want to live and work there (preferably with skills relevant to the industries in the region).
- 👉 Declining student enrolments are not because of industry decline (because our industry continues to grow), but declining students enrolments can cause industry decline, because, the way our society functions, our predicament has these economic 'vicious cycles' as an outcome:

MOCA's Purpose

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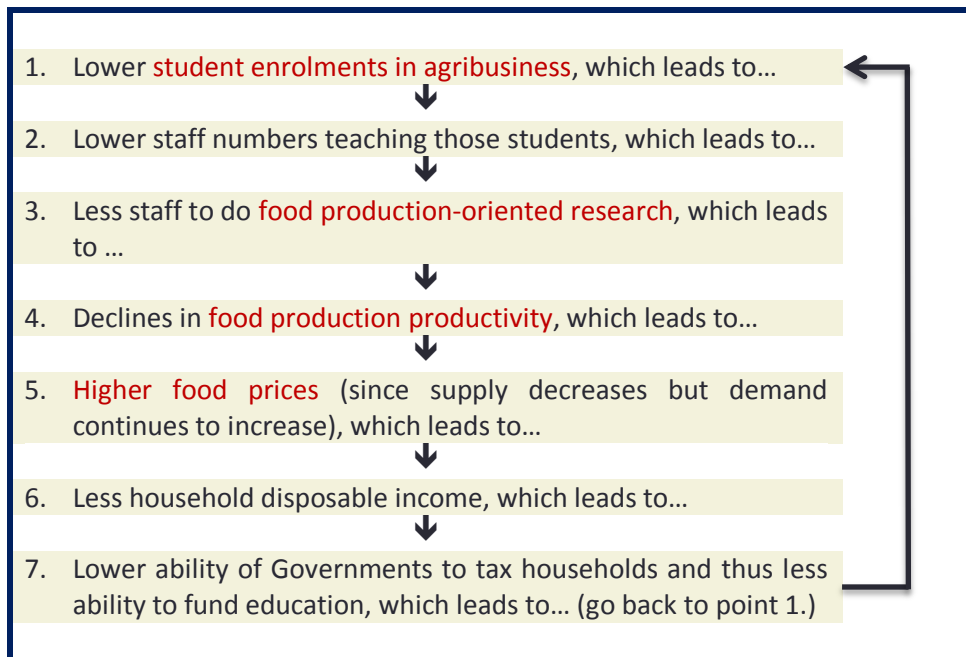
FIGURE 1: IMPACT OF DECLINING GRADUATION RATES ON INDUSTRY



This is the 'Catch 22' facing our industry right now.

And, relatedly...

FIGURE 2: IMPACT OF DECLINING AGRIBUSINESS GRADUATION RATES ON FOOD PRICES



This is the 'Catch 22' facing consumers right now.

- 👉 Education to support our mainstay wealth-creating industries is particularly important, for without them we cannot create the wealth for the nation to spend on other 'quality of life' endeavours (i.e. our wealth-consuming industries [defence, health, education, law & order, etc.]).

6 HISTORY

6.1 CURRENT ISSUES AND BARRIERS TO SOLUTIONS

MOCA provides a summary of factors that affect efforts to generate a solution to the “Muresk Issue”. They follow in descending order of importance to the WA economy and the fabric its regional areas.

6.2 WA’S MAINSTAY WEALTH-CREATING INDUSTRIES

The ‘Muresk issue’ serves to highlight the plight of the two largest industries that underpin our State’s economy – mining and agriculture. Herein the use of the term ‘wealth-creating’ industry draws out the underlying issues for discussion. Figure 3 below serves to highlight the differences between the various industries that are wealth-creating and wealth-consuming, and a definition of those terms is at Section 12.2 Definitions of Key Terms Used on page 42). This discernment applies at all levels, including nationally and internationally.

FIGURE 3: COMPARISON OF WEALTH-CREATING & WEALTH-CONSUMING INDUSTRIES

Industry (or Economic Sector)	Wealth-Creating	Wealth-Consuming	Note
Minerals & Energy	✓		Minor public wealth-consuming
Agribusiness	✓		
Tourism & Hospitality	✓		
Health Services		✓	Minor private wealth-creation
Education		✓	Minor private wealth-creation
Police & Justice		✓	
	Rely on Private Resources to Generate Income & Operate	Rely on Government Funding to Generate Income & Operate	

MOCA acknowledges that, in terms of regional higher education institutions, those courses suitable for the regional campuses will be in both wealth-creating and wealth-consuming industries. However, careful attention will apply to ensuring that regional campuses provide ‘regionally appropriate’ education. For example, it is extremely unlikely that regional campuses can provide medicine or dentistry courses that are cost-effective, whereas a strong case exists for offering related health services like nursing, pharmacy, and general practice management for regional areas.

Further, every regional campus ought not to provide industry-based courses for every wealth-creating industry (unless industry supports them to ensure industry-relevance and long-term financial viability). Thus, regional campuses should specialise in services that suit their regional circumstances or have the potential to become centres of excellence in their particular industry. For example, there exists a strong case for offering fisheries management-type course at a Geraldton campus (i.e. central to the WA’s vast coastline); just as the WA School of Mines has done at the Kalgoorlie campus with mine site management.¹

Creating Wealth

At a basic level, you have to work at creating wealth before you can consume it. The notion such a simple truism, it is oft forgotten.

Whether a household or national budget, it matters not. Nationally, wealth consumption must roughly follow wealth creation; to do it the other way around is a folly.

The mainstays of Australian wealth are mining and agriculture...in the regions.

¹ Fishing industries are part of the wider agribusiness definition.

Using similar arguments, there are increasingly strong cases for building a new campus or courses offering in northern Australia as follows:

1. Tropical and sub-tropical agricultural-related courses in Kununurra (aside from the specific regional needs in northern Australia, the only western science research efforts worldwide exist in Queensland and Florida, whereas large populations of an increasingly hungry world are located in tropical and sub-tropical zones of the world, particularly to Australia's north).
2. Fishing and Fisheries management.
3. Arid and semi-arid rangelands management.
4. Forestry (all climatic zones).
5. Military support oriented education services in Karratha (it is inevitable that Australia's military presence in the North West will grow to protect the nation's most valuable economic assets and transport corridors to our main markets in Asia).

Many believe that a regional university is the best place to devise strategic approaches delivering optimal education services to all of the above (because it would be industry and regionally focussed).

6.3 HIGHER EDUCATION GENERIC STRATEGIES (DESIGN FAILURES)²

Under the scenarios outlined below, the higher education sector, mainly consisting of Universities, will never allow genuinely industry-based regional campuses like Muresk, WA School of Mines in Kalgoorlie, and some other regional campuses to deploy their inherent capabilities in a manner appropriate to meet industry and regional needs. Of course, not all Universities can be '*tarred with the same brush*', however the economic forces at play today in Australia, as expressed by the dominant source of University funding (i.e. from the Commonwealth), militates against them doing otherwise.

Where 'doing otherwise' means city-based Universities allowing regional campuses to compete in their respective markets using cogent strategies without inappropriate interference from their centralist controls.

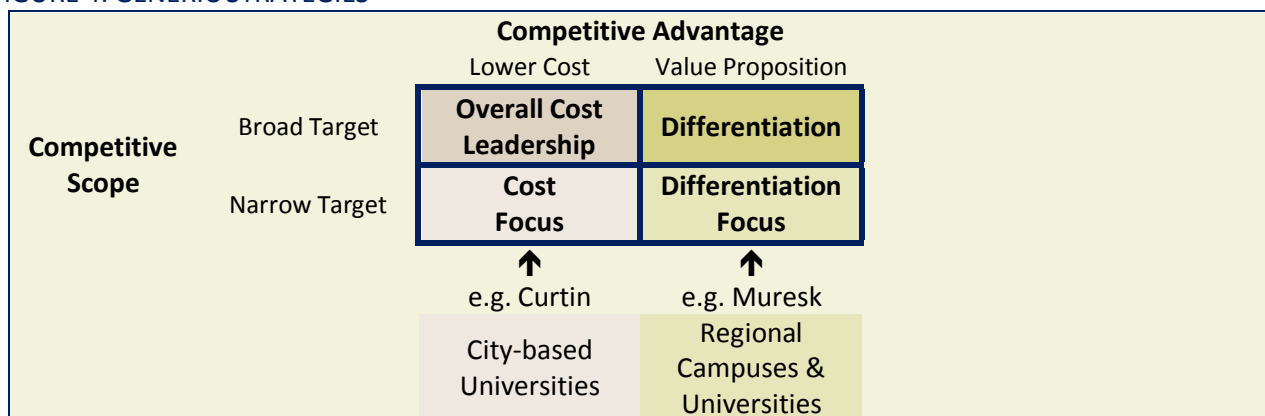
6.3.1 REGIONAL FAILURES

Regional campuses have higher operating costs just by virtue of the higher costs of living in regional Australia. Therefore, any strategy based on being a low-cost provider simply will not work (since it cannot control the costs of operating in a regional area). This implies that regional campuses and universities simply cannot afford to adopt any generic strategy involving a low-cost approach to seeking a competitive advantage in the 'education marketplace'.

This generic strategy argument is summarised in Figure 4: Generic Strategies below.

² (Porter, 1980 pp. 34-46) and (Porter, 1985 pp. 11-26)

FIGURE 4: GENERIC STRATEGIES³



Contemporary higher education funding in Australia today, almost entirely provided by the Commonwealth Government, has seen University business models having little choice but to rely upon adopting a ‘cost leadership’ strategy in order to gain a comparative advantage in the marketplace. This may not be the preferred strategy of many a university, however, in times of budget downturns it is inevitable that overall funding is reduced to the sector. Consequently, many universities have little choice but to adopt that strategy University-wide.

It follows, that any operating unit within the university will come under pressure to conform to the university-wide strategy. With higher operating costs, regional campuses fall victim to these pressures early, a factor further exacerbated by:

1. The small numbers, comparatively, within the politics of the University (i.e. a city-based hegemony that sees region-based campuses greatly outnumbered within University decision-making forums).
2. The higher costs, comparatively, of industry-relevant costs that involve multi-disciplinary or high cost disciplines (e.g. agriculture, mining, engineering, science).

In effect, universities’ ‘force’ their regional campuses, and certain industry-based campuses to adopt a strategy that is an anathema to their actual cost circumstances and positioning within their educational markets. Consequently, the University is blind to their competitive stance, and this damages the regional campus’s competitiveness in their particular market (industry or region), often to the point of failure, and closure is a sad but inevitable result. The fault is that of the executive management of the university, not that of the regional campus (although bad management at a regional campus can hasten the failure).

There are no known examples where large city-based Universities have allowed regional-campuses to adopt a generic strategy different to that of the University itself (if it exists, then it is the exception rather than the rule). That would require a Vice-Chancellor (and their coterie of senior executives) to possess advanced contemporary executive management skills that are capable of accommodating ‘cultural’ or ‘strategy’ differences within their reporting entities.

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³ See (Porter, 1985).

THIS GENERIC STRATEGY ARGUMENT IS SUMMARISED IN FIGURE 4: GENERIC STRATEGIES BELOW.

Figure 4: Generic Strategies above shows this strategy ‘conflict’ using Curtin University and Muresk as an example. Many other similar examples exist right around Australia (e.g. University of Queensland and Gatton campus, University of Adelaide and Roseworthy campus, Melbourne University and Dookie, Glenormiston and Longerenong, and University of New England (and then University of Sydney) and their Orange campus [now with Charles Sturt University]).

QUOTE 1	<i>“...inability to see required product or marketing change because of the attention placed on cost;...”</i>	(Porter, 1980 p. 45)
QUOTE 2	<i>“A firm that engages in each generic strategy but fails to achieve any of them is ‘stuck in the middle’. It possesses no competitive advantage. This strategic position is usually a recipe for below average performance.”</i>	(Porter, 1985 p. 16)
QUOTE 3	<i>“Given the pivotal role of competitive advantage in superior performance, the centrepiece of a firm’s strategic plan should be its generic strategy. The generic strategy specifies the fundamental approach to competitive advantage...and provides the <u>context for actions to be taken in each functional area.</u>”</i>	(Porter, 1985 p. 25)

To require a relentless focus on costs, for any organisational unit that has high costs that are unavoidable merely because of where it is located, is a recipe for disaster. Ultimately, unless a University can defray regional campus operating costs in some other way, all region-based educational institutions will fail and services will contract to major urban centres.

This is, in effect, what is happening all around Australia under the current regime of higher education funding in Australia today. Respite measures to assist region-based Universities and campuses (such as the inadequate Commonwealth Regional Loading Scheme) will only put off the inevitable. Our society must have a fundamental change in strategic approach here. The system is broken, it needs fixing; or all of regional Australia will be further disadvantaged and national productivity will decline as a result.

This phenomenon is national in expression.

6.3.2 INDUSTRY FAILURES

Following on from the failures of generic strategy outlined in section 6.3 Higher Education Generic Strategies (Design Failures) on page 10 above, then this means that any high cost organisation unit or academic discipline is equally at risk if a university pursues a low-cost dogma relentlessly. Thus, those industries that high-cost-to-provide academic disciplines associated with them are also at risk without other cost offsetting factors. These can be:

1. Academic disciplines, those too expensive in their own right. Examples are:
 - a. Agricultural Engineering
 - b. Agricultural Management (Farm Management)
 - c. Agricultural Science
 - d. Electrical Engineering
 - e. Medicine
 - f. Mine Engineering

- g. Minerals Science & Geophysics
 - h. Veterinary
2. Multi-disciplines reliant industries (because a wide range of academics cannot be provided in every regional location with some local critical mass, or travel cost offsets). Examples are:
 - a. Agribusiness Management
 - b. Fisheries Management
 - c. Food Technology
 - d. Forestry and Agro-Forestry
 - e. Health Services
 - f. Transport Logistics
3. Academic disciplines reliant upon access to large areas of land or transport; examples are:
 - a. Equine Stud Management
 - b. Fisheries, Forestry, and Agriculture (Farming & Pastoral)
 - c. Military
 - d. Transport Logistics
 - e. Viticulture

Given that, and the fact that Western Australia's two largest 'wealth-creating' industries are mining and agriculture, this disadvantages those disciplines to the detriment of our economy. Both industries are screaming out very loudly for more graduates, and semi-skilled workers.

It is also interesting to note:

1. Nearly every tertiary agricultural college has closed or is struggling (even those in urban locations).
2. Agricultural faculties in large-city based Universities are also in decline. Total national graduate output cannot even replace those scientists who are retiring or leave the industry.
3. The Minerals Council of Australia has spent \$20m over ten years solely on curriculum development to little effect.
4. Demand for both mining and agribusiness graduates is as high as it has ever been, yet university supply of graduates is in decline (agriculture) or simply cannot keep up (mining). They are clearly a mismatch between industry demand and university supply of graduates in Australia's two largest wealth-creating industries.

Again, this phenomenon is national in expression.

6.3.3 THE DOUBLE WHAMMY (REGIONAL & INDUSTRY DECLINE)

Further to arguments outlined in the two sections above, and given that every mining and agriculturally related business are the economic mainstays of every non-urban region in Australia, the combination of high cost regional education needs and high cost industry needs is a 'double whammy' for Australia. Our wealth-creating industries, this is a double-dose of disadvantage and it hampers their ability to be even more productive for the benefit of the overall national economy.

The problem restated: the competitive strategies adopted by most large city-based universities and imposed university-wide, directly militates against the strategies regional campuses must adopt simply because of their (unavoidable) cost structures. This problem also applies to other academic disciplines within

universities with high inherent cost structures (because of the cost nature of the teaching and learning function within each discipline). Where universities offer high cost disciplines in regional locations, this situation becomes dire and has, and will lead, to failure and closure of the regional operations long before their city counterparts.

Unless universities develop methods to defray the high costs of some academic disciplines and regional campuses, so that everyone is working on ‘a level playing field’, then universities will continue to fail to meet the higher education needs of Australia’s main wealth-creating industries and regional Australia – to the ultimate cost of the whole Australia society. Both are high cost but ultimately both (agribusiness and mining in the regions) also create the mainstay wealth of our nation.

Conversely, and by logical extension of the arguments provided above, if an educational institution has higher costs because it has:

1. Academic disciplines it offers are high cost (e.g. agriculture, veterinary, medicine);
2. Multidisciplinary or interdisciplinary courses (farm management, manufacturing, mine engineering);
3. A regional location;

then it is out of step with mainstream higher educational institutions, which are increasingly funded in a manner which rewards maximising low-cost students above others (this is the case despite increasingly complex funding formula in an attempt to address varying industry needs).

Australia’s mainstay wealth-creating industries are proof of ‘market failure’ in the tertiary education market, since supply does not equal demand now, or will do any time soon. MOCA believes that the combined wisdom of all of Australia’s Universities cannot deny their collective failure to meet industry needs for graduates; the outcome speaks for itself. In WA, this situation is pronounced and it will continue to restrain our economic performance accordingly.

Yet again, this phenomenon is national in expression. For agribusiness, this phenomenon is global in expression. The Figure 5: The Low Enrolment Problem is Global below shows a similar pattern of low enrolments in the United States (which has over 2 million famers and a huge agribusiness sector supporting it (with a multiplier effect of at least 10 fold).

FIGURE 5: THE LOW ENROLMENT PROBLEM IS GLOBAL

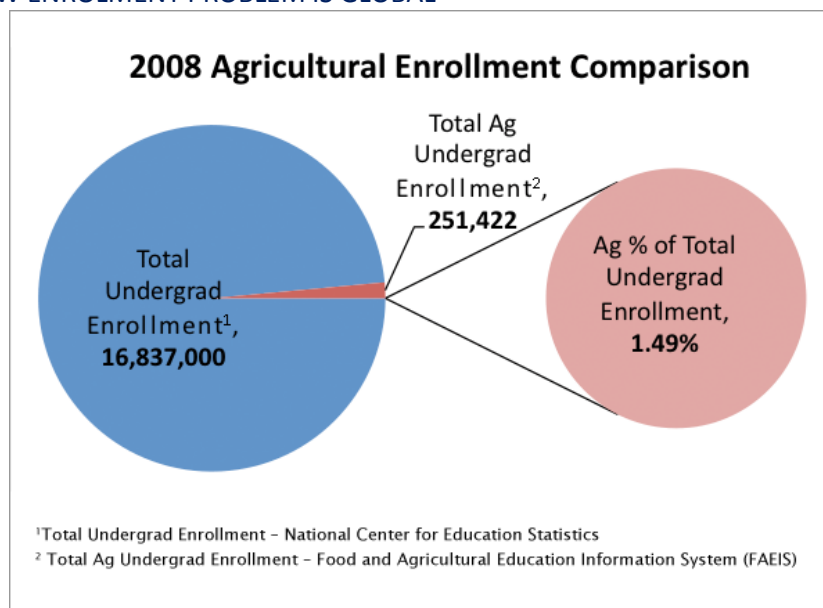
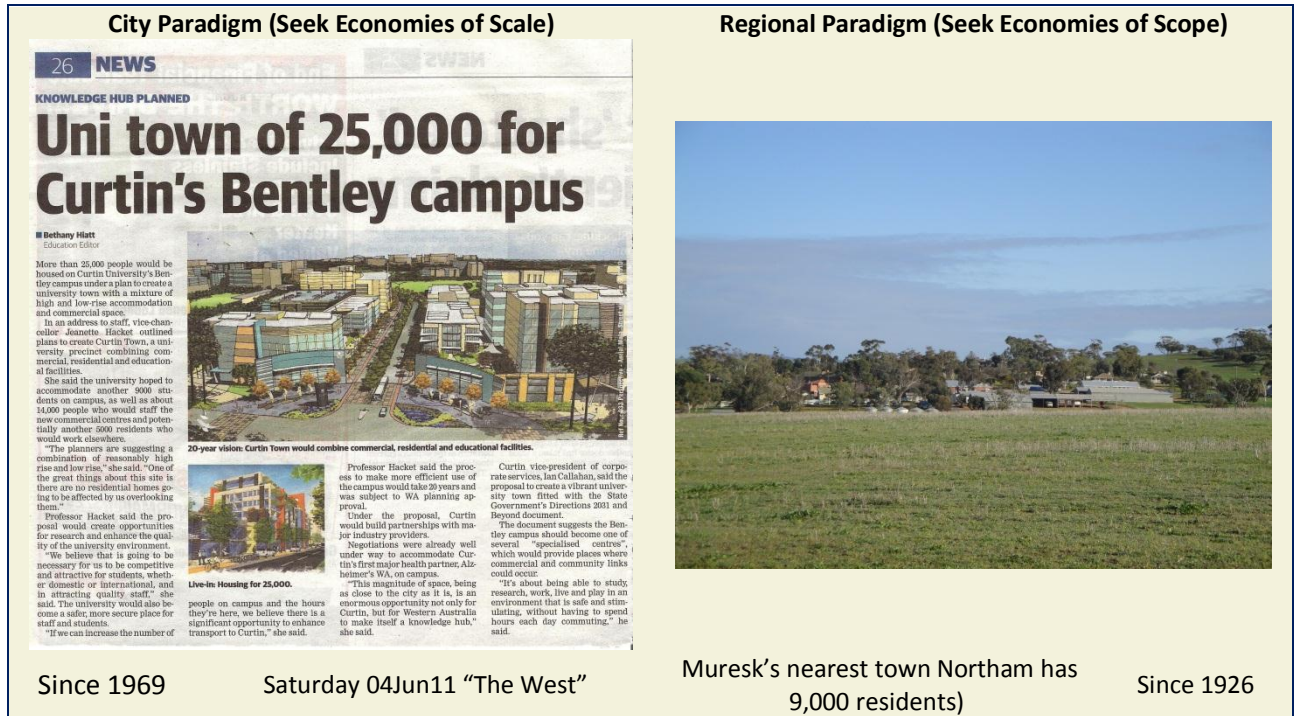


FIGURE 6: CITY VERSUS COUNTRY WORLD VIEWS



Ultimately, the status of regional development thinking in Australia today is "...one which places responsibility for the future of regional Australia on the shoulders of regional people" (Gray, et al., 2001 p. 115). MOCA believes that regional people need regional solutions, including a regional university to focus constantly upon resolving regional issues in a manner to best suit industries underpinning their economy.

Figure 7: Implied Generic Strategies (Cities versus Regions) below compares different competitive strategies and shows those that would best suit a regional university or universities.

FIGURE 7: IMPLIED GENERIC STRATEGIES (CITIES VERSUS REGIONS)

		Competitive Advantage	
		Lower Cost	Value Proposition
Competitive Scope	Broad Target	Overall Cost Leadership	Differentiation
	Narrow Target	Cost Focus	Differentiation Focus
		↑	↑
		WHAT LARGE CITY-BASED UNIVERSITIES DO	WHAT REGION-BASED UNIVERSITIES NEED TO DO
		Amenities to attract highly skilled scientists and professionals	Amenities to attract highly skilled technologist and creative industry people
		Courses designed for ease of low-cost delivery	Courses built on long tradition in the industry with multidisciplinary skills
		Economies of Scale	Economies of Scope
		Governance centralised	Governance devolved (empower)
		Low-cost distribution system (education pathways)	Strong cooperation from channels (industry pathways)
		Market University Brand	Market Industry/Region Brand
		Minimise Space Utilisation	Maximise Space Productivity
		More Theoretical	More Practical
		Process engineering skills	Product engineering skills
		Profession & Government Funding	Industry-Direct Funding
		Professional Alumni	Industry Alumni
		Professional Extension (Continuing Education)	Industry Extension (Industry Development)
		Professional Pathways	Industry Pathways
		Professional Scholarships	Industry Scholarships
		Profession-Oriented Research	Industry-Oriented Research
		Pursue Scientific Knowledge	Pursue Technology Development
		Quantitative Measures	Qualitative Measures
		Scholarly Emphasis	Industry-relevance Emphasis
		Single Centralist Culture	Multiple-Devolved Cultures
		Single discipline to dual-discipline	Multi and inter-disciplinary
		Staff incentives based on strict quantitative targets	Staff incentives based on qualitative measurements
		Structured organisation and responsibilities	Strong coordination among R&D, product development, and marketing
		Sustained capital investment to build low-cost capacity	Creative flair to build value proposition
		Target Wealth-Consuming Industry	Target Wealth-Creating Industry
		Tight cost controls	Tight margin maximisation
		University Alumni	Industry Alumni
		University Education	Higher Education (Mixed Mode)
		Urban & City Focus	Rural, Regional, & Remote Focus

The following issues highlight the nature of problems to overcome, challenges that need addressing, and finding and acting upon solutions to them all.

6.3.4 AGRICULTURE'S 7% PROBLEM (POOR PERFORMANCE BY ALL EDUCATION PROVIDERS)

After 40 years since higher education reforms began in Australia, for rural Australia this is the result (below). This is the performance outcomes for our industry. Any way you look at it, MOCA believes that 'the system is broken, and it needs fixing', now. To think that agriculture will disappear anytime soon is a folly.

FIGURE 8: 40 YEARS OF HIGHER EDUCATION OUTCOMES FOR RURAL AUSTRALIA



6.3.5 INDUSTRY ATTRACTIVENESS

Most major universities blame and cite decrease in demand for students as their reason for contracting or closing regional campuses. Most universities play no role in stimulating demand for students beyond their usual annual University 'brand' marketing efforts around the time graduating high school students must declare their course preferences at Universities for the following year. Universities rely mostly on 'unstimulated' student demand for their courses, and adjust their resources accordingly.

If students perceive low industry attractiveness for farming and related value-chain (agribusiness), it is not the fault of regional campus operators [because they simply do not have the resources to do anything about it]. The fault is widespread, but solvable (see some of MOCA's suggestions in Section 13 MOCA's Agribusiness Rejuvenation Strategy on page 49).

6.3.6 ACCOUNTABILITY FOR INDUSTRY-EDUCATION OUTCOMES

Who is accountable for the situation we find ourselves in today? Where is the metric to measure the effectiveness of the dollar invested in higher education? WA's two largest industries simply cannot get enough graduates, and our publicly funded universities are reducing their supply of graduates.

MOCA recommends that whatever the outcome is that arise from this 'Muresk issue', that the WA Government immediately specify a government officer with 'hard-coded' accountability to address this issue, in perpetuity. Clearly, there is no such person in any of the following:

1. Any university or higher educational institution in WA
2. Any WA Government Department, inclusive of:

- a. Department of Agriculture and Food, Forestry, Fisheries, Mining (i.e. industry portfolios)
- b. Department of Education
- c. Department of Education Services
- d. Department of Premier and Cabinet
- e. Department of Regional Development (and the regional commissions)
- f. Department of State Development
- g. Department of Training

6.3.7 ROLE OF PRIVATE SECTOR EDUCATION

Nowadays, higher education models reflect the current dominant paradigm in Australia with regard to tertiary education, i.e. public provision of education services. Despite this however, most of the options discussed do envisage a role for private sector providers.

Options A, C, E, F, G, & H allow private providers within the model's constructs. Model D can also accommodate private providers, but further attention to governance design would be required further analyses than provided in this report.

To explain the options not included in the above: Options B (both B1 and B2) exists almost entirely on public funds only (predominantly from the State Government), and Option D is likely to receive wholly public funding (assuming HE registration and accreditation approvals allowing it to attract Commonwealth Funding follow).

6.3.8 CONCLUSION

It widely agreed that large city-based Universities could not manage the challenges posed by regional campuses, whether industry-based or not. The evidence around Australia shows, repeatedly, that they cannot. This is because:

1. The costs of operating are too high (without tied funding supplementation)
2. The city hegemony problem exerts itself over the regional operations (i.e. the large numbers of the city constantly overwhelm the small numbers of the regional campuses: whether staff, students, or benefactor numbers).
3. Executive managers simply are not skilled enough to allow different cultures to exist in the same organisation (i.e. centralist controls invariably exert themselves over time).

6.4 ROLE OF WA GOVERNMENT DEPARTMENTS

6.4.1 AGRICULTURE & FOOD

The WA Department of Agriculture and Food was the organisation that created the impetus to establish the original Muresk Agricultural College from 1924 onwards. This demonstrates that 'industry needs' had to be addressed, despite the existence of the Department of Education at that time.

The current WA Department of Agriculture and Food (DAFWA) has no cogent policy concerning tertiary agricultural education, or an officer accountable to develop such policies.

MOCA recommends that DAFWA develop actionable policies to stimulate student enrolments in tertiary agribusiness and agri-science education, if for no other reason, than as a source of replacement of their own staff in the future.

6.4.2 EDUCATION

Prior to the Premier's letter to MOCA (see Section 14.1 on page 57), the Minister for Education was the responsible Minister. The situation is unclear about her future role, except to say that the Minister for Education will need to facilitate any legislative and machinery of Government consequential changes concerning the future vesting of Muresk.

6.4.3 EDUCATION SERVICES

The Minister for Education is also the responsible Minister for the Department of Education Services (DES) who has an oversight role concerning higher education registration and course accreditation standards and related approval processes (in a manner consistent with national protocols). The Minister for Education will need to facilitate any legislative and machinery of Government consequential changes concerning the future courses conducted by any institution offering education services emanating from the Muresk campus.

MOCA is concerned the DES has no apparent audit role or controls when it comes to ensuring existing Universities address the education and research needs of WA main industries. How does WA ensure that? We are unable to provide an answer to that question.

6.4.3.1 RURAL AND REGIONAL EDUCATION ADVISORY COUNCIL

DES provides support for the Rural and Regional Education Advisory Council (RREAC), currently chaired by the Hon. Brian Ellis MLC. The role of RREAC in the Muresk issue is unknown, should it be?

6.4.4 FISHERIES

MOCA includes the fishing industry in its definition of agribusiness. The Minister for Fisheries should also consider the matters in this report, because MOCA believes that no fisheries education policy of any consequence exists in WA today. There are well-developed trends in the United States leading to the professional accreditation of fishers (all types).

6.4.5 FORESTRY

MOCA includes the forestry industry in its definition of agribusiness. The Minister for Forestry should also consider the matters in this report, because MOCA believes that no forestry education policy of any consequence exists in WA today.

There are significant discipline overlaps with agriculture, e.g. agro-forestry.

6.4.6 MINERALS & ENERGY

MOCA includes the mining industry in its thinking about the issues contained in this report (and its kindred organisation the WA School of Mines Graduates' Association). The Minister for Mines should also consider the matters in this report, because MOCA believes that no mining education policy of any consequence exists at the state level in WA today.

MOCA is sympathetic to the ongoing troubles at the WA School of Mines Kalgoorlie campus, which are similar in nature to those experienced by Muresk, as a fellow regional campus of Curtin University.

6.4.7 PREMIER AND CABINET

6.4.7.1 NO NEW BOARDS

Whilst it is not prudent in such reports to speculate based on unsubstantiated matters, there is one issue that, if true, would be of concern to MOCA. The ‘rumour’ revolves around speculation to the effect that the Premier has prohibited the creation of any new Boards or Committees within the WA Government (in response to perceived adverse criticism by the Opposition). This would prevent the proper governance of any ‘new’ Muresk (as outlined in options B1 and C through G), in effect, a new University without a governance body does not seem prudent. This is only a problem if the rumour is true.

The future of Muresk and:

1. Widespread industry support for its continuance (regional, State and National levels);
2. Widespread rural community support;
3. The grave nature of the issues raised herein; and,
4. The size and complexity of the Muresk asset (farm, buildings, heritage, etc.);

demand that appropriate governance arrangements for Muresk itself are essential.

Via its own enquiries, MOCA is confident that bi-partisan support for the ‘new’ Muresk will be forthcoming.

6.4.8 REGIONAL DEVELOPMENT AND LANDS

6.4.8.1 WHEATBELT DEVELOPMENT COMMISSION

Despite a small number of face-to-face discussions and telephone calls, there has been no formal discourse between the Wheatbelt Development Commission and MOCA.⁴ Consequently, the WA Government has no relationship with any existing body that has the best interests of agriculture and the future of Muresk hard-coded into its purpose for existence.

MOCA regards this as a matter of concern, but stands ready to assist the WDC, or any other government body that engages with the Muresk issue, if asked.

6.4.9 TRAINING

6.4.9.1 DEPARTMENT OF TRAINING AND WORKFORCE DEVELOPMENT

The WA Department of Training and Workforce Development have no pre-existing written tertiary education policy for Western Australia.

⁴ MOCA is an applicant for small Royalties for Regions grant (\$80,000) from the WDC.

6.4.9.2 C Y O'CONNOR INSTITUTE

The Minister responsible for C Y O'Connor Institute (CYOI) is the Minister for Training and Workforce Development. MOCA believes that if CYOI is to be successful in developing and delivery future higher education programs at Muresk, then CYOI will require considerable policy development work and supplementary funding to achieve it (in the order of \$3m per annum just to maintain the asset, plus start-up costs and staffing for the new operation).

MOCA does not support the WA Government vesting Muresk in the CYOI, or CYOI assuming responsibility for Muresk in its current form (without changes to CYOI governance structures and proper budget provisioning for future Muresk management to prevent siphoning).

Without first improving the capacity of CYOI to manage it, Muresk as a sub-component of CYOI is a worse outcome for industry than Muresk as a sub-component of Curtin University because:

1. CYOI has no record of accomplishment in delivery tertiary level course of any type.
2. CYOI has not provided much in terms of agricultural education in the 20 years of its existence (despite its commonly called name in the community, the 'Wheatbelt TAFE'). Agriculture is about 4% of its course offerings and resources.
3. It is Australia's second smallest TAFE, and its financial capabilities to support Muresk are miniscule in comparison to other options.

CYOI's only advantage is its close proximity to Muresk.

6.4.10 TREASURER

Whatever option the WA Government choses for the 'new' Muresk, suitable forward budget provisioning will be required (since the issue has shifted substantial funding for Muresk from the Commonwealth to the State jurisdiction). Fixed operating costs of approximately \$2m per annum are required as a minimum (before addressing long-standing maintenance backlogs).

6.5 IS WA GOING TO FUND HIGHER EDUCATION BEYOND THE TAFE SECTOR?

Is the WA Government going to fund higher education beyond the TAFE sector (i.e. tertiary education)? This issue arises because of the "Muresk Issue" [since the State Government must now pick up the additional cost of operating the Muresk campus, previously paid by Curtin University, from 2012 onwards]. If the WA Government does not wish to fund industry-relevant tertiary education in WA, then it must find other ways to get Universities to 'do the right thing' for the State (and supply graduates to meet industry demand).

The WA Government owns and controls all higher education assets. It seems content to own them, but not 'control' them. In business terms, this is a very large and very unproductive asset indeed.

So, the key question is" **"How do we get the tertiary education sector to meet the needs of WA's mainstay industries (in a manner which supply and demand match in a timely manner)?"**

7 STRATEGIC OPTIONS

This section considers a comprehensive (but not exhaustive) identification of eight (8) strategic options for consideration by the WA Government with regard to the future of Muresk. As the issues MOCA presents address our nation’s competitive advantage in a global context, we outline and discuss a wide array of options along a continuum from local to international in impact. However, as with all such strategic scenario evaluations, practical expediency narrows the options to two or three viable options.

In the main, each strategic option is a ‘solution’ for implementation, but taken in sequence they also present a clear *pathway for growth*. In a purposeful way, this *pathway for growth* is a part of a greater rejuvenation plan for industry-based education in Western Australia, with a particular focus on agribusiness and the regions (which create almost all of our State’s wealth). However, this is not to exclude other industries, particularly mining, from this approach to regional development. Accordingly, they form an integral part of the *pathway to growth* and related rejuvenation concepts.

Other aspects of MOCA Agribusiness Rejuvenation Plan are in Section 13 “MOCA’s Agribusiness Rejuvenation Strategy” on page 49).

7.1 PATHWAYS FOR GROWTH (SEQUENTIAL GROWTH HORIZONS)

The options outlined in Section 7 Strategic Options on page 22 above are ‘nested’ or sequential in nature in order to draw out the features of each. A full and proper analysis of each option, considering their advantages and disadvantages, and undertaking rigorous benefit-cost analyses would be the proper approach to take.

MOCA is concerned that this “Muresk Issue” has hitherto being taken far too lightly by the WA Government and no proper due diligence has been undertaken. MOCA shows herein that the issues are in fact quite profound in impact (economic, societal, and environmental) and all levels of government and industry must take them more seriously [as there is clear evidence of ‘market failure’, the most common situation to justify appropriate government interventions].

MOCA also acknowledges that such analytic resources are beyond the resources and scope of the current accountable authority in this matter (i.e. the Wheatbelt Development Commission, see Premier’s letter)⁵ However, this further underscores the point here, that a more appropriate level ‘State-wide’ policy urgency be expressed here by providing a more appropriate focus and resourcing of the issues.

Figure 9 below provides a visual summary of the strategic options presented in this report, showing those options that are a clear *pathway to growth* for the regions, and the mainstay industries within them. Figure 10 shows the MOCA recommended options implemented in a staged manner, i.e. *pathways to growth* in the regions, for the overall holistic benefit of WA’s wealth-creating industries, and consequently our economy as a whole.

⁵ See Section 14.1 Letter from the Premier on page 27).

FIGURE 9: VISUAL REPRESENTATION OF STRATEGIC OPTIONS

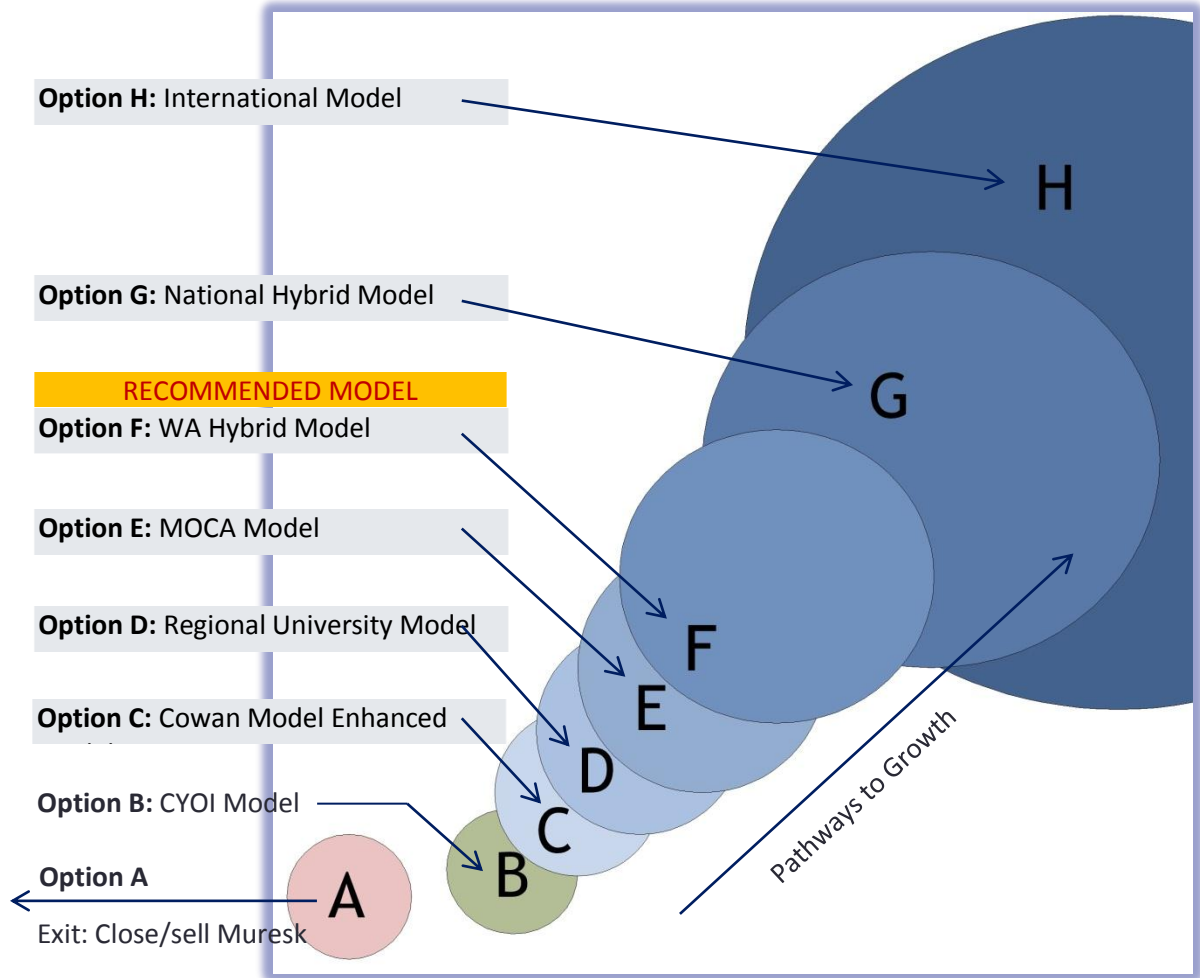
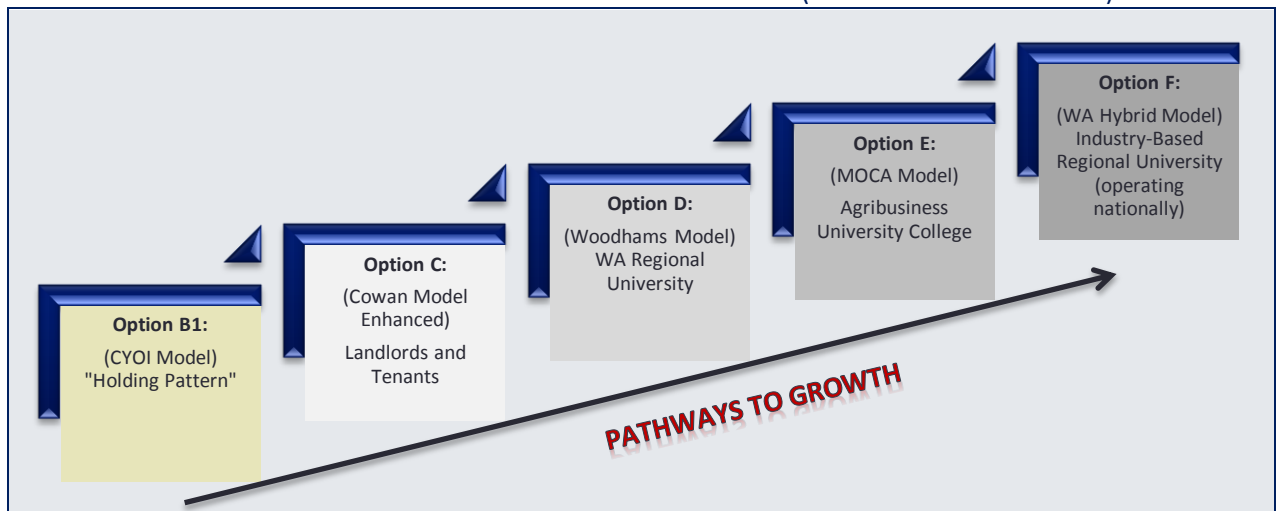


Figure 10 below shows the steps to develop a viable WA Industry-based Regional University over a (suggested) 5-year period. Option D & E may be interchangeable, but the goal is ultimately to achieve Option F (MOCA’s recommended option). MOCA estimates that the new institution will achieve critical mass within 3 or 4 years depending upon the nature of industry and government support and funding.

FIGURE 10: VISUAL REPRESENTATION OF RECOMMENDED OPTIONS (PATHWAYS TO GROWTH)



We describe and discuss the strategic options briefly in the following sections. MOCA recommends each Option be fully evaluated on its merits.

7.2 OPTION A: CLOSE MURESK AGRICULTURAL COLLEGE

Option A: Close Muresk as an Industry-Oriented regional educational institution serving the State's Second Largest Wealth-Creating Industry (since 1926).

The MOCA Constitution, and its provisions requiring MOCA to advance the cause of agriculture and the Muresk campus, prevents consideration this option.

Apart from the current Curtin University Vice-Chancellor and her immediate coterie, MOCA knows of no other industry or regional organisation that supports such a proposal.

7.3 OPTION B: CYOI MODEL (HOLDING PATTERN)

Option B: CYOI to offer as many higher education courses at the Muresk campus as resources allow, with an emphasis on agricultural courses until further growth paths are determined and implemented.

MOCA congratulates the C Y O'Connor Institute (CYOI) for considering options to offer courses from the Muresk campus, shortly after Curtin University made its decision public to withdraw its courses and financial support from the Muresk campus. Whilst this proposal is an obvious next step given the proximity to Muresk (11 kilometres apart), realistically this is better described as a 'holding pattern', or a next best step option.

CYOI is as a much younger developing institution; in the twenty (20) years since its establishment as the "Wheatbelt TAFE", it has not created a significant record of accomplishment with:

1. Providing tertiary agricultural education (no record)
2. Providing tertiary education (no record)
3. Providing other levels of agriculture-related education to its catchment area (Less than 5% of CYOI staff and course offerings are agricultural in nature, despite its association with the Wheatbelt region).
4. Achieving higher education (HE) registration (No record: CYOI's efforts to achieve this commenced in April 2010 and it has yet to lodge an application to the appropriate authority, the WA Department of Education Services). Recent internal reviews indicate that achieving a successful application is unlikely in the near future.
5. Establishing a dual mode CYOI-culture within the context of a well-established TAFE-sector culture as the dominant cultural paradigm (No record: i.e. unhindered capability to deliver at both the vocational education and higher education levels from CYOI). The current culture is strongly entrenched in the vocational education sector to the disadvantage of its efforts to establish a presence in the higher education sector.
6. Managing delivery of tertiary courses provided by other tertiary education providers (No record).

Whilst the above does not prevent CYOI developing in the required directions, the challenges are large without further and ongoing budget supplementation by the State Government.

In effect, some see CYOI as a 'mouse trying to swallow an elephant'. It has the potential, without proper regard to appropriate funding, to cripple CYOI financially in the longer-term.

Further, CYOI itself is in a similar predicament within the vocational education sector culture as described in Section 6.3 Higher Education Generic Strategies (Design Failures) on page 10 above. i.e. it is a small high cost-regional operation operating in its own sector with similar funding challenges. It is in fact, Australia's second smallest TAFE.

Notwithstanding all that, CYOI is the best short-term option for Muresk right now, so it is right to describe this option that is a 'holding operation' until a better solution comes along. Such possible solutions follow.

7.3.1 CYOI AS MAIN TENANT (OPTION B1)

MOCA supports C Y O'Connor as the inaugural and possibly main tenant, of the 'new' Muresk campus in a manner wholly consistent with the *Cowan Report*. In this regard, two critical success factors within the *Cowan Report* are crucial to MOCA supporting this option, they are:

1. There must be an independent Board managing the Muresk campus with appropriate funding (i.e. also known as the Muresk estate: as the "landlord" owner of the vested Muresk property.
2. There must multiple users of the campus, inclusive of but not restricted to CYOI, and the campus is primarily to be used for tertiary agribusiness education (i.e. that agribusiness remains its priority offering, thus, CYOI is one of the "tenants" of the property.

MOCA recommends that Option B1 (CYOI as Main Tenant) as a holding pattern until better proposals for the future use of the Muresk campus come along (such as the further options outlined below, or newer and better proposals that are 'industry-backed').

7.3.2 CYOI AS SOLE OPERATOR (OPTION B2)

MOCA does not support the vesting of the Muresk Campus in the C Y O'Connor Institute, particularly under their current governance arrangements.

If there is no other choice, then MOCA will support vesting in and governance by the C Y O'Connor Institute provided that:

1. The Governing Board of C Y O'Connor is bolstered to ensure it contains a predominant (majority) level of qualification and experience pertinent to:
 - a. Tertiary institutions governance (particularly in relation to tertiary teaching and learning skills development); and,
 - b. Tertiary agricultural education;
2. A line-item budget that goes directly to the Muresk campus books of account (to prevent siphoning by other parts of CYOI/TAFE administration). All parties must remember the lessons arising from Curtin University's administration of the Muresk campus (and its centralised administrative charges).
3. Any oversight of the Muresk campus operations and course offerings within CYOI must have governing committees predominantly consisting of (agribusiness) industry representatives.

7.4 OPTION C: COWAN MODEL ENHANCED (MURESK REJUVENATED)

Option C: Is the model recommended in the *Cowan Report*,⁶ but further enhanced by a capital fund to ensure longer-term operating costs of running a regional campus are fully defrayed in perpetuity.

MOCA supports the full implementation of the *Cowan Report*. If fully implemented by the WA Government, then MOCA will consider launching efforts to raise industry funds of \$33m over 10 years to support the campus future efforts.... (MOCA wants one representative on the Board).

However, MOCA believes that ultimately the *Cowan Report* is also a ‘holding pattern’ without further enhancements. This is because the proposed initial \$10m budget allocation will only arrest the situation for 3 to 4 years at best (due to the perpetually high cost of running the campus).

Recently, the author of the Cowan Report made this comment about one of MOCA’s earlier proposals (known as the MOCA Model).

“Mr Cowan said a proposal by the Muresk Old Collegians’ Association (MOCA) to set up a new body, driven by industry, had merit. ... It’s a marvellous concept that would guarantee a permanent place for the Muresk campus”.

Source: Farm Weekly 31Mar11

These comments are mostly in response to MOCA’s proposals for a capital fund to defray the operating costs of the campus. This confirms MOCA’s contention that the *Cowan Report* efficacy can improve, by the addition of MOCA’s assistance in raising such a capital (in this case \$100m over 10 years) and making funds available to the new campus owner (i.e. the proposed independent MOCA Board) to defray the operating costs of the campus. This is why this option, Option C, is the Cowan Model Enhanced. It is the *Cowan Report* plus a supporting capital fund (whether raised by MOCA or other parties).

Accordingly, MOCA would recommend this option before all previous options.

7.5 OPTION D: WOODHAMS MODEL (WA REGIONAL UNIVERSITY)

Option D: Is the creation of WA’s first regional University (along the lines of well-established successful regional Universities in other Australian states).

If current universities cannot equitably deliver educational services to the regions, then a region university will. An emerging successful example of this is Charles Sturt University in NSW.

Primarily for the reasons outlined in Section 6.3 Higher Education Generic Strategies (Design Failures) above, a good case for establishing a WA Regional University exists. Other examples of regional universities are:

1. The University of New England (NSW)
2. James Cook University (Northern Queensland)
3. University of Central Queensland
4. Ballarat University (Victoria)

⁶ See (Cowan, 2010).

5. Southern Cross University (Northern NSW).

A sound case made for a regional university in WA is evident with respect to the following:

1. Most regional campuses in WA experience funding and Governance problems with their parent University.
2. Critical mass for a WA regional University can build upon the existing industry-based components of existing regional campuses.
 - a. Albany (proposed for regional health, horticulture)
 - b. Bunbury (proposed for Forestry/Agro-Forestry)
 - c. Geraldton (proposed for Fisheries)
 - d. Karratha (Mining Logistics)
 - e. (proposed) Kununurra (Tropic/Sub-tropical agriculture)
 - f. Margaret River (Tourism, Hospitality, & Wine)
 - g. Muresk Agricultural College (near Northam, a proposed HQ, a 'university town')
 - h. WA School of Mines (Kalgoorlie)

Note: Major regional centres such as Albany, Bunbury, and Geraldton also have access to regional hospitals and can offer education services to the health services sector (for example).

3. Because of their proximity to regional industries, and their industry-relevant course offerings, a regional University is in a stronger position to attract applied technology industry funding. That funding can support the University, its courses, research, extension, and continuing education efforts.

MOCA believes that the time has come for a regional University in WA (which would be a lasting legacy for the Royalties for Regions success story), since its graduates will live and study in the regions, and mostly leave to live and work in the regions, taking with them the exact set of industry-relevant skills the regions require. Further, young educated males and females are the precise target demographic most desired by regions.⁷

Evidence shows that those that are educated in the regions are more likely to stay in the regions to live and work, as shown Figure 11 below; i.e. those educated at Charles Stuart University mostly live and work in regional Australia.

Other Australia states have regional universities; some states have several regional universities. Western Australia has more regional space and wealth creation capacity than most other states with larger populations. Without exception, existing Western Australian universities are 'city-centric' and their regional campuses are well outside their core activities as evidenced by their allocation of institutional resources. Further, none of WA universities have currently published 'strategic future direction' materials (and cogent strategies to implement them) that places any strategic emphases upon (WA) regional development needs of the systematic sector-wide needs of WA's mainstay wealth-creating industries; mining, agriculture, and tourism.

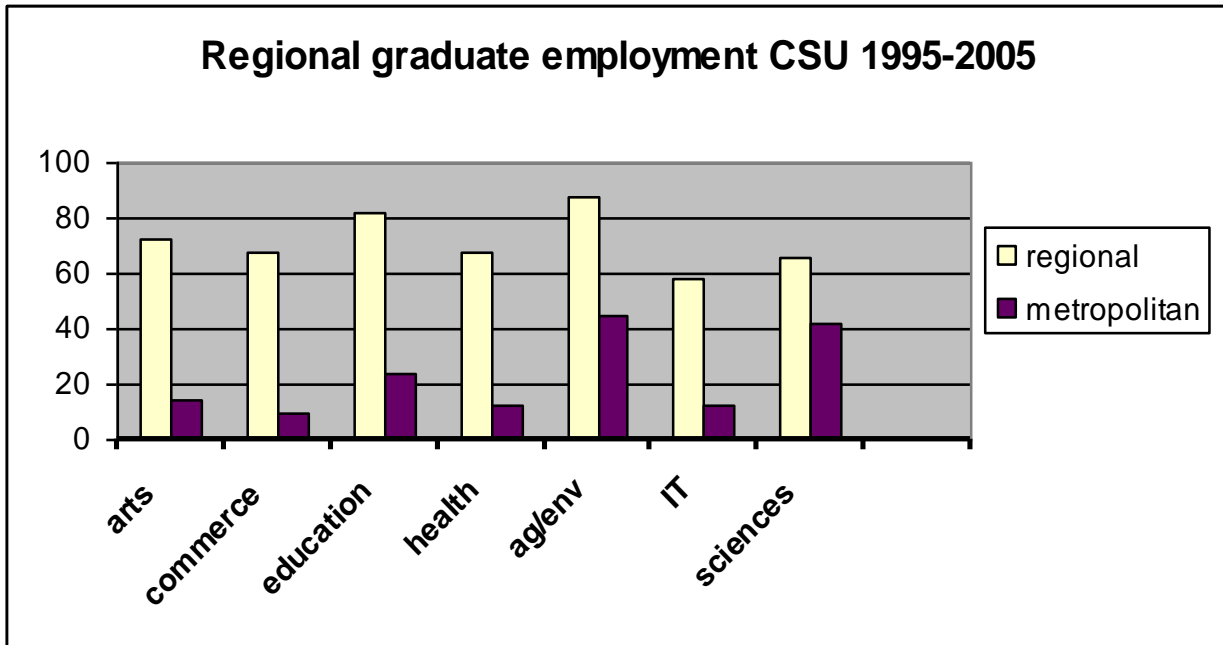
Regional universities constantly increase regional capacity

"Frameworks for negotiation among development interests and a capacity for government to serve the interests of the regions appear to be sadly lacking in Australia. A first step would be for natural resource and primary industry agencies of the States, along with regional universities, to actively (re)focus their activities at the regional level."

(Gray, et al., 2001 p. 191)

⁷ In recent years, 60% of Muresk enrolments and graduates are female.

FIGURE 11: THOSE THE LEARN IN THE REGIONS LIVE IN THE REGIONS⁸



Accordingly, MOCA would recommend this option before all previous options.

7.6 OPTION E: MOCA MODEL (INDUSTRY-BASED UNIVERSITY COLLEGES)

Option E: Is the creation of an Industry-based University College or Colleges (i.e. known as the MOCA Model) utilising exiting campuses as the foundation upon which to fully engage with industry).

If current universities cannot equitably deliver educational services to industry, then an industry-governed university will.

Over recent years, a new phrase has emerged to describe the frustration experienced by industry participants in response to the numerous committees created by Universities and government bodies for consultative purposes. The phrase is “advisory committee fatigue”. As the name suggest, Universities (and other public institutions) ask industry leaders to become involved in a plethora advisory committees, but after investing consideration time and effort, industry representatives can see no tangible results arising from their efforts.

‘Advisory Committee Fatigue’ has become so prevalent that Universities often have to look hard to attract new talent to the roles. When added to Department of Agriculture and Food requirements, as farmer numbers decline, they sometimes actually run out of farmers willing to be involved.

However, there is a more serious problem besetting any industries ability to influence the higher education sector. Unlike the Vocational Education (VET) or TAFE Sector, the Higher Education (HE) or University Sector has no known legislative or regulatory mechanism that requires any institution providing tertiary education services to have any regard to industry needs at all. Simply put, universities can, and do, simply ignore industry needs if they so wish; there is no legislation or regulation in existence to prevent it.

⁸ Extracted from (Pratley, et al., 2008).

The VET sector does have a series of Industry Skills Advisory Councils, and some legislative requirements for that sector to have regard to industry skills training needs (in order to receive funding). However, the tertiary education sector has no comparable mechanisms to influence funding in any way. In Australia today, tertiary education institutions receive Commonwealth funding based solely on the numbers of students they enrol – end of story.

MOCA knows of no University in Australia that has undertaken a genuine, systematic, industry needs analysis as part of any planning effort on their part to provide education services to industry. Without a proper industry need analysis, and its proper incorporation into a strategic planning process, long-term industry needs go unheeded. This is the basis of ‘market failure’ – the core reason why Universities have failed to supply graduates to match industry’s need for them.

Today, this ‘proved by’ the total mismatch between supply and demand for graduates to our two largest wealth-creating industries, mining and agriculture. Collectively or individually, if Universities had taken proper regard to the situation, the yawning gap we see today between supply and demand simply would not exist, or not be as severe in effect as it is now, and likely to be into the foreseeable future.

It is for this reason MOCA has proposed a solution called the MOCA Model, which is an industry-funded and industry-governed University. The WA Government has yet to evaluate this model despite MOCA’s best efforts (see letter from the Premier attesting to this fact at Section 14.1 Letter from the Premier on page 57).

Accordingly, this Option E is MOCA’s preferred model for Muresk, but acknowledges that this approach would work even better if:

1. It was combined with, and forms a key component of, Option D (the ‘Woodhams Model’). It would then become a major industry-driven part of a WA regional University;
2. Muresk became a catalyst for national Agribusiness industry-governed University. i.e. Australia-wide (if that were possible);
3. Other key industries, particularly mining, were to build similar industry-funded industry-governed models; or,
4. Some combination of all of the above.

MOCA has previously provided a copy of this model to the WA Government (without any subsequent evaluation thereof by any government agency). Further copies are available upon request to secretary@muresk.com. This approach may not be of sufficient scale and scope to work at the State level, since it works best at the national level, with industry-oriented multiple campuses located in many states (See Option G & H). However, sufficient financial support from industry would make this viable (i.e. with a \$100m capital fund or larger).

Advisory Committee Fatigue

“While ‘consultation’ is the word normally used when governments act (through agencies) at the regional level... Stakeholder groups are often brought together within regions, and asked their views, and then, following this ‘consultation period’, action is taken by agencies with little consideration of the local groups... This is, in effect, top-down planning using ‘consultation’ as a convenient device to give a community face to government decision making.”

(Gray, et al., 2001 p. 191)

7.7 OPTION F: WA HYDRIB MODEL (COMBINATION WOODHAMS & MOCA MODELS)

Option F: Is an amalgam of the Industry-based and regional University models. It delivers educational services to industry in the regions, and industries drive its funding and governance.

If current universities cannot equitably deliver industry-relevant educational services to the regions, then an industry-relevant regional University will.

Most of Australia’s wealth has its genesis in the regions: the mines, the farms, the tourist destinations. The best education for the regions is provided in the regions, and relevant to the regional economy. The most relevant education to support the regional economy is to provide industry-relevant education that is also relevant to the regions. In WA, and Australia-wide, that is predominantly mining and agriculture.

As well as that, Regional Universities are best to deliver education services to suit the needs of the rural, regional, and remote areas (both of our State, and our nation).

This is MOCA’s recommended Option.

Accordingly, MOCA would recommend this option above all other options.

MOCA further recommends that this option be the option the WA Government pursues in the medium and long term, via a staged approach commencing with Option B, thence Option C, and so on. MOCA stands ready to advise the WA Government on optimal and practical growth pathways to achieve this vision.

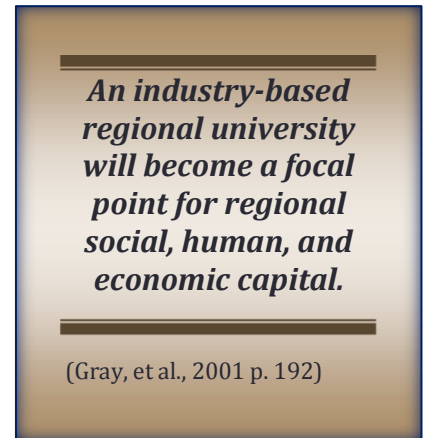
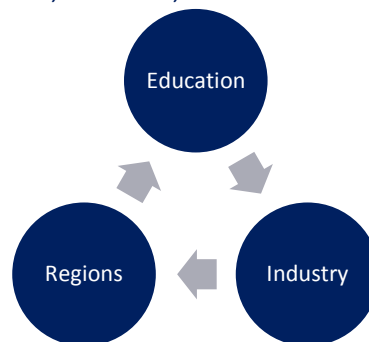


FIGURE 12: NEXUS BETWEEN EDUCATION, REGIONS, AND INDUSTRY



7.8 OPTION G: AUSTRALIAN HYBRID MODEL

Option G: Is an Industry-Owned and Governed *Australian Agribusiness University* operating with many campuses around Australia (built from the foundation provided by a regional WA university).

It makes sense that both our major industries, which compete on a global scale, should do so at a national level so that focused effort does not dissipate or fragment amongst the State’s. This implies some sort of *super* industry-governed University or Universities emerging that are predominantly located throughout regional Australia.

In practical reality however, this would be extremely difficult to achieve given the various jurisdictional issues facing the many Government, industries, and regions concerned.

Option G is included only for completeness, and to underscore the issue that our main wealth-creating industries compete globally, whereas education in Australia today is a mix of State owned and controlled educational assets with ‘no strings attached’ funding provided by the Commonwealth with scant regard to the real needs of our wealth-creating industries.

MOCA does not recommend Option G, but does suggest that the issues it highlights receive due consideration.

7.9 OPTION H: INTERNATIONAL INDUSTRY SOLUTIONS

Option H: Is an Industry-Owned and Governed *Agribusiness University* operating with many campuses around world (built from the foundation provided by a regional WA university).

Option H is a theoretical option, included only to highlight the nature of the world’s largest industry (agribusiness), the role it has in feeding an increasingly hungry world, and the way it is increasingly feeling the impacts of multinational corporations. Food security issues are a rising priority policy issue worldwide.⁹

One of the world’s largest companies, Unilever, is an agribusiness company. Unilever is leading current efforts to devise ‘shared global food chains’. If such a thing were to be realised, it would make the recent milk pricing issue pale into insignificance. Whether agribusiness multinationals achieve such lofty goals or not is beside the main point here. Increasingly, global firms dominate agribusiness; multinationals are well versed in working around the immediate parochial interest of nations (as they would put it). Australia (and WA) must have educated graduates capable of competing in such future globally competitive scenarios.

At its core, Option H makes the case for this crucial point: the best thing for WA regions is to have a constant supply of agribusiness graduates, now and into the future, to best meet all manner of challenges that will challenge our society.

At the risk of:

- ✎ Bemusing our kindred mining industry: *you cannot eat bullets*. One day the mines will run out, or the boom bust cycle will again take its toll, what then?
- ✎ Bemusing the health sector: *doctors cannot cure starvation*. Investments in food security (and bio-security) are fundamentally important to our nation.

MOCA does not recommend Option H now, but it does recommend due consideration of the issues it raises herein.

7.10 SUMMARY OF OPTIONS

Table 1: Summary of Key Features Affecting Option below summarises various key features required for the provision of industry-relevant education services to the regions. It highlights the greater extent to which MOCA’s recommended option meets industry and regional higher education needs.

⁹ See background information to support this contention at Section 14.2 The Rise of Food Security Concerns Globally on page 50.

TABLE 1: SUMMARY OF KEY FEATURES AFFECTING OPTIONS

Features	A Close (Sell)	B CVOI Model	C Cowan Model	D WA Reg. Uni	E MOCA Model	F WA Hybrid	G Aust. Hybrid	H Int'l Uni.	← Options
Alumni				✓	✓	✓	✓	✓	e.g. MOCA, WASMGA (>25yrs)
Cowan Report			✓	✓	✓	✓			
Critical Mass (Student Nos)						✓	✓	✓	
Education – Continuing		✓	✓	✓	✓	✓	✓	✓	
Education – Primary				✓		✓			
Education – Secondary				✓		✓			
Education – Tertiary				✓	✓	✓	✓	✓	
Experience Curve – HE					✓	✓	✓	✓	Higher Education Experience
Experience Curve – Regions				✓	✓	✓	✓	✓	Regional Higher Education Experience
Foundation (Existing)	✓				✓	✓	✓	✓	
Foundation (Future)			✓	✓	✓	✓	✓	✓	
Funding (Commonwealth)				✓	✓	✓	✓	✓	Funded by HE student numbers
Funding (Industry)					✓	✓	✓	✓	
Funding (State)	✓	✓	✓	✓		✓	✓	✓	
Governance by Campus		✓	✓	✓					
Governance by Industry					✓	✓	✓	✓	
HE Accreditation Required				✓	✓	✓	✓	✓	HE Accreditation of Courses (i.e. to National Protocols)
HE Registration Required				✓	✓	✓	✓	✓	HE Institutional Registration (i.e. to National Protocols)
HE Self-Accrediting				✓	✓	✓	✓	✓	
Health Services		✓		✓		✓			Health education in regions limited to health services
Industry Extension					✓	✓	✓	✓	Critical Mass returns
Industry Profession-Based					✓	✓	✓	✓	
Industry Research					✓	✓	✓	✓	Critical Mass Returns
Industry Structural Support			✓		✓	✓	✓	✓	National Peak Industry Bodies and related organisations
Lifelong Pathways					✓	✓	✓	✓	Requires industry rejuvenation
Marketing Autonomy				✓	✓	✓	✓	✓	
Networks - International					✓	✓	✓	✓	Industry networking
Networks – Region			✓	✓	✓	✓	✓	✓	
Networks – State		✓			✓	✓	✓	✓	
Northern Australia				✓	✓	✓	✓	✓	
Open Learning (Mixed Mode)		✓		✓	✓	✓	✓	✓	
Overseas Students				✓	✓	✓	✓	✓	Universities with academic studies for regional expertise
Private Education Providers	✓		✓	✓		✓	✓	✓	
Procurement (RFP)									
Regional Development ↑				✓	✓	✓	✓		
Regional Industry Economic Mainstay					✓	✓	✓	✓	
Research Funds – Gov't				✓	✓	✓	✓	✓	Consumers, think tanks, etc.
Research Funds - Industry					✓	✓	✓	✓	Rural, Mining, Tourism, etc.
Space Requirements		✓	✓	✓	✓	✓	✓	✓	e.g. Access to farm, mine, broad acre farm machinery
Staff Attraction (Career Path)					✓	✓	✓	✓	Critical Mass
Strategy – Cost Leader		✓	✓						
Strategy – Differentiation					✓	✓	✓	✓	
Strategy – Focus				✓		✓	✓	✓	

8 SOLUTIONS

MOCA is about primarily about providing solutions, not just identifying problems and lobbying for someone else about them. If MOCA did not propose solutions, it would make a mockery of our Muresk education ethos (to solve complex multi-disciplinary problems). Further, MOCA is also about taking purposeful actions and not just standing back awaiting others to do something. This is wholly consistent with Muresk's motto, it is action orientated, it is to "practice with science".

8.1 INDUSTRY FUNDING

MOCA proposes a capital fund of \$100million to defray the cost of running the Muresk campus in perpetuity. MOCA will work to raise some \$35million from industry over 10 years to achieve that target. The remaining funds are dollar-for-dollar contributions, each from the State and Commonwealth Governments.

8.2 CRITICAL MASS

The strategic options that can achieve critical mass, MOCA believes, only occur from Option D onwards.

8.3 EXPERIENCE CURVE

To paraphrase a comment by Minister Grylls whilst addressing Muresk students in 2010, *"...it's just too hard to start a University from scratch"*. Muresk Agricultural College,¹⁰ the WA School of Mines, and other like regional campuses provide a fine base, replete with a fine industry and regional heritage, and an active alumni; a fine base upon which to build a new WA regional University. Most other States in Australia have regional universities that are prospering (and some States have several such Universities, whereas WA has none).

The lessons learnt for the demise of WA regional campus operations, also provide an understanding of the prospects for success for a new organisations based on them. Albeit, some visionary thinking is called for, but that is the stuff of forward-thinking policy making in the best interests of the State.

To quote an agribusiness industry leader addressing a meeting about the "Muresk Issue" in mid-2010, *"...they've (Curtin University) has had 42 years to get it right, they haven't, time to give someone else a go"*. They went on to say, *"...it was time to give someone else a go that is actually interested in the industry and interested in things that happen outside of Perth. It is a very big State."*

Free from the shackles of city-based centrist universities, these existing regional organisations will prosper and grow because they can adopt competitive stances far better suited to their industry's and region's needs.

8.4 SUMMARY OF SOLUTIONS

MOCA's solutions directly address all the key issues, problems, challenges, and opportunities facing Muresk and industry-relevant higher education in the regions, and we summarise them in Table 2 below.

¹⁰ Muresk Agricultural College is the original name of the Muresk campus dating from 1926.

TABLE 2: PROBLEMS AND THEIR SOLUTIONS

ISSUES, PROBLEMS, & CHALLENGES	SOLUTIONS
<p>10 years hence (who actually focuses on policy for capacity building-type industry-development in the regions?)</p> <ol style="list-style-type: none"> 1. DRDL does not do industry development or tertiary education 2. DE and DES has not connected industry development with tertiary education outcomes (nor has Commonwealth) 3. DAFWA does not do tertiary agricultural education. 4. Regional Development Commissions are single region in emphasis. 5. Etc. etc. 	<p>Only Option F becomes a multi-disciplinary focal point, since it will create a regional institution (university) that must constantly focus upon its charter and perpetually validate appropriate industry and societal development (and environmental protection) in all region areas.</p>
<p>Accountability for Industry Higher Education Outcomes in WA Government</p>	<p>The WA Government must create an ‘accountable’ person or entity for WA’s higher education outcomes as they apply to its mainstay industry needs. MOCA suggests that this is a role for the Department of Education Services (this will require the create of industry-based reference groups)</p>
<p>Accountability for Regional Higher Education Outcomes in the WA Government</p>	<p>The WA Government needs to create an ‘accountable’ person or entity for WA’s higher education outcomes as they apply to regional industry needs. MOCA suggests that this is a role for the Department of Education Services (via expanded reference groups for oversight roles [such as a bolstered RREAC]).</p>
<p>Aging Agricultural Scientists (retirement bubble)</p>	<p>Option E and above (but particularly Option F).</p>
<p>Agribusiness 7% Problem (the core performance issue)</p>	<p>Option F in combination with MOCA’s rejuvenation strategies (see Section 13 MOCA’s Agribusiness Rejuvenation Strategy on page 49).</p>
<p>Agribusiness Rejuvenation Strategies</p>	<p>MOCA’s rejuvenation strategies (see Section 13 MOCA’s Agribusiness Rejuvenation Strategy on page 49), particularly the creation of a new peak industry body (the Agribusiness Council of Australia).</p>
<p>Alumni Capacity and Network Building</p>	<p>These are an integral part of MOCA’s rejuvenation strategies (see Section 13 MOCA’s Agribusiness Rejuvenation Strategy on page 49). MOCA agribusiness alumni development efforts are international in scope (membership currently includes 20 countries).</p>
<p>Capacity Building for WA Major Wealth-Creating Industries – Agribusiness</p>	<p>Option E and above (but particularly Option F).</p>
<p>Capacity Building for WA Major Wealth-Creating Industries – Mining</p>	<p>Option E and above (but particularly Option F), as adapted and adopted for mining and the non-renewable energy sector.</p>
<p>Capacity Building for WA Major Wealth-Creating Industries – Tourism</p>	<p>Option E and above (but particularly Option F), as adapted and adopted for tourism and hospitality in the regions.</p>
<p>Capacity Building in the Regions (training</p>	<p>Option D and above (but particularly Option F), as</p>

ISSUES, PROBLEMS, & CHALLENGES	SOLUTIONS
future industry leaders)	adapted and adopted for a regional university which places emphasis on the main industries in each region of WA
City-centric hegemony biases against regional and industry needs	Create industry-oriented regional institutions (particularly a WA regional university). This makes the regions ‘the boss’, e.g. a regional university must remain loyal to regional needs to retain local support
Counter global trends in declining agribusiness industry attractiveness	Implement MOCA’s rejuvenation strategies outlined in Section 13 on page 49. MOCA has more strategies than those listed herein, based upon emerging strategies adopted in other countries.
Cowan Report (Enhanced)	Adopt the Cowan Report in full, and work to establish a capital fund of \$100m to defray campus operating costs in perpetuity.
Critical mass (for regional higher education)	Option F. Critical mass occurs ‘roughly’ above 5,000 students depending upon its cost stratagem
CYOI versus wider TAFE considerations	A regional University, with appropriate pathway planning, would be a coordinated pathway for <u>all</u> regional industry endeavours in all regional TAFEs (i.e. not just CYOI pathways to Muresk).
Declining agricultural industry productivity	Increase tertiary agribusiness graduation rates (see Option E, F, G & H and Figure 1 on page 8.
Declining student enrolments and graduation rates	Increase tertiary agribusiness graduation rates (see Option E, F, G & H and Figure 1 on page 8.
Experience Curve - Industry	WA regional industry institutions Muresk and WASM Kalgoorlie date from 1926 and 1898 respectively (pre-dating most city-based higher education institutions, all but UWA). Build new industry-based institutions focused on these existing ones.
Experience Curve - Regions	Many WA regional institutions pre-date most city-based higher education institutions. Build new industry-based institutions focused on these existing ones (e.g. Muresk, WASM Kalgoorlie, DLG, individual regional local governments and a plethora of well-established regional advisory institutions). A regional University would provide a cogent ‘regional’ focal point for them all.
Food & Bio Security	Options E, F, G, & H.
Funding (levelling the playing field)	Capital-protected trust funds as advocated by MOCA designed to defray the costs of regional campus operating costs. An amalgam of industry, the WA, and the Commonwealth government would contribute establishing the funds (thus removing these costs from taxpayers in perpetuity).
High Cost – Academic Disciplines (Agribusiness, Mining)	Establish a Capital Trust Fund to defray operation costs of regional campuses (then source student-based funding)
High Cost – Regional Campus Operations	Establish a Capital Trust Fund to defray operation costs of regional campuses.
High Costs – The Double Whammy Problem (High cost Industry courses on regional	Establish a Capital Trust Fund to defray operation costs of regional campuses (then source student-

ISSUES, PROBLEMS, & CHALLENGES	SOLUTIONS
campuses)	based funding)
Industry Leadership; training future industry leaders	Option E and above (but particularly Option F).
Industry support	Option C and above (funding versus governance trade-offs will occur)
Life Long Education Pathways – Industry (K→U→I)¹¹	At the WA State Government level, the Department of Education Services (via advisory mechanisms like the RREAC) has a role in enabling these pathways. However, the impetus for change would only come from a regional university (because it has not hitherto arisen from existing city-centric institutions)
Low Industry Attractiveness (Student Enrolments)	Form the “Agribusiness Council of Australia” to coordinate national efforts in this regard. MOCA is the prime mover behind this current initiative. See other MOCA strategies to rejuvenate the agribusiness sector at Section 13 MOCA’s Agribusiness Rejuvenation Strategy on page 49).
Low Industry Funding (Sponsored Scholarships, Research, Awards, etc.)	MOCA’s efforts to raise funds have attracted support at varying levels and of varying type. MOCA will articulate the extent of this support in a separate report (since efforts in this regard are ‘in progress’). Many matters in this area are by definition ‘commercial-in-confidence’. As an indication however, a fund of \$100m raised over 10 years is realistic and achievable based upon current pledging levels.
Market failure (i.e. address current chronic mismatch between industry supply and demand for graduates). This market failure affects declines in industry research and development, and consequently, industry productivity rates.	Build ‘compulsory linkages between industry demands for graduates and the supply of graduate by higher education using similar mechanisms that apply in the VET sector. Commonwealth funding should be ‘tied’ to such a mechanism.
Muresk Campus (Future Directions)	Option F: Create an Industry-Based Regional University with Muresk as its Chancellery headquarters (as it is logistically convenient as the closest regional campus to Perth, yet it remains ‘genuinely regional’ in culture). This is wholly consistent with the notion of Northam as a ‘University town’ and ‘regional city’.
New growth paths	Option D and beyond (particularly Option F). A new campus at Kununurra that offers sub-tropical and tropical tertiary agricultural education (for example).
Overcome competitive disadvantage for regional organisations	Adopt a ‘differentiation’ or ‘differentiation focus’ generic strategy along similar lines to those in Figure 7: Implied Generic Strategies (Cities versus Regions) on page 16.
Pathways for regional growth	Option D and beyond (particularly Option F).
Pathways for WA industry growth	Option E and beyond (particularly Option F).

¹¹ K→U→I is shorthand notation to convey pathways from Kindergarten, through school, university and ultimately to industry employment.

ISSUES, PROBLEMS, & CHALLENGES	SOLUTIONS
Regional education	Option D and beyond (particularly Option F).
Retaining youth in regional areas	Those that train in the regions, remain in the regions (see evidence of this at Section Figure 11 on page 28).
Rising food prices	Increase tertiary agribusiness graduation rates (see Option E & F, and Figure 2 on page 8.
Unmatched Supply and Demand for Students	Both the State and the Commonwealth Governments must develop KPI's and appropriate accountability mechanisms to reflect and change behaviour and outputs of those agencies providing funding to the tertiary education sector (in a manner similar to the VET sector). Today, the combined efforts of the Australia higher education sector has failed (in varying degrees) to supply graduates and other skilled workers to the mainstay wealth-creating sectors of the Australia economy (which derive their wealth from the regions). The 'system is broken, and it needs fixing'.

9 RECOMMENDATIONS

RECOMMENDATION 1

“MOCA’s recommended option is Option F: WA Industry-based Regional University Model.”

In the medium term, “MOCA’s recommended option is Option F: An Industry-based Regional University Model, unique to Western Australia.”

However, MOCA recognises the practicalities of the current situation, and supports an interim arrangement whereby the C Y O’Connor Institute (CYOI) offers courses at the Muresk campus on a ‘holding pattern’ basis (i.e. Option B1). MOCA further believes that Option B1 is a first step and it will only be successful pending the full implementation of the Cowan Report, and thence clear actions to rejuvenate the campus along the *pathway to growth* strategy outlined in this report (i.e. Options C through to Option F).

In the event that the WA Government implements this first step (i.e. Option B1 as outlined above), then MOCA strongly recommends that the Government give attention to:

1. Strengthening the Governance arrangements of CYOI to address skill shortfalls in tertiary education governance and agricultural education;
2. Ensuring Muresk receives a line item budget direct from Treasury via the Royalties for Regions program (to prevent siphoning of resources by any parent institution).

9.1 CRITICAL SUCCESS FACTORS

MOCA has identified the following critical success factors for the ‘new’ Muresk:

1. Industry-Governed Governing Council or Senate (overseeing assets vested in them by the State Government).
2. Industry-Managed Capital Fund (to defray cost of operating a regional industry-based campus)
3. Funds apply to a particular campus. The WA Government must tie line-item budgets direct to the ‘owner operator’ of Muresk (to prevent siphoning), as follows:
 - a. From the Commonwealth Government (direct to Campus Governor)
 - b. State Government (direct to Campus Governor)
 - c. Industry (direct to Campus Governor or the relevant Faculty)
4. Staff recruitment (must be world-class with systems to motivate staff using appropriate performance criteria suited to a regional industry-based higher educational institution).
5. Whole-of-life pathways (regional institutions build loose coalition of industry-oriented education service providers from kindergarten to PhD and beyond).

9.2 CONCLUSION

MOCA notes the conclusions of the book “*A Future for Regional Australia*” (Gray, et al., 2001) as follows:

“...governments should undertake, in the short-term, to work towards the following longer term actions. They should:

- *Provide substantial incentives...to promote consideration of local as well as regional interests, so that viable regional entities can be created, from the initiative of regional people...;*

- *...give substantial power to (these) organisations to allow planning for population growth, economic development, and environmental management on a regional basis;*
- *Facilitate co-ordination throughout each region with new initiatives in telecommunication, transport, health, education, culture and the environment alongside elimination of the forces depleting social capital as they bolster inequality;*
- *Identify those regions experiencing major social disadvantage, economic inequality, or environmental deterioration and close the gaps through fiscal equalisation. This will also be achieved by identifying mechanisms which aid and reward regions in their quest for sustainability;*
- *Set up a national network of coordination between the regions to allow for new ideas approaches...;*
- *Ensure each region has adequate tertiary education and research facilities and establish within regional higher education institutions (including TAFE)...reflective ‘people-focussed’ training, accreditation, and interaction...to facilitate and co-ordinate local socio-economic development... . Their mission would be to stimulate and underpin sustainable regional development at the same time as they generate social capital;*
- *Put in place mechanisms that will prevent the state ‘decommissioning’ the regions if there is any change in government at the State or Federal level.”*

Despite the precise definitions of terms used within the book, its conclusions are nonetheless entirely consistent with the nature and directions of general trust of this report. Simply put, that is an industry-based regional university will be duty bound to perpetually validate the cause of Western Australia’s regions, and the economic drivers within them: the business of mining, agriculture and other supporting industries important to their sustainable development.

Constant Validation of the Regional Cause

An industry-based regional university is duty bound to perpetually validate the cause of Western Australia’s regions, and the economic drivers within them: the business of mining, agriculture and other supporting industries important to their sustainable development.

10 ASSUMPTIONS

In preparing this report, MOCA noted trends, issues, and made assumptions about them as follows:

1. The WA Government will adopt and implement the *Cowan Report* in full.
2. Commonwealth Higher Education reforms will trend in such a way as to allow all higher education providers (VET and Tertiary Education sectors) to merge and offer a wider range of courses in mixed mode delivery. Funding however will continue 'follow the student'.
3. Commonwealth funding models will continue to arrive 'without strings attached', with a resultant tendency that all educational institutions will preference the pursuit of low-cost student enrolments.
4. Commonwealth funding pertaining to 'regional loadings' will continue, but continue at levels below the true cost of providing an equality of education offerings in regional locations.
5. The wider community will increasingly demand food with low 'food mile' costs (in response to increased environmental concerns).
6. Future 'fuel shocks' will inevitably cause a 'food price shock', and food security will continue to rise as a domestic and foreign policy issue.
7. The wider community will eventually 'connect the dots' on food production (production agriculture), food miles (agribusiness), food security, biosecurity, and food prices (consumerism). Current interest in culinary matters will see resurgence in interest in advocacy.¹²
8. Convergence in information technologies will continue, assisting regional educational access (distance and open learning modes enhanced).
9. Industry financial support for tertiary education will increase in the medium term as graduate numbers continue to decline. Starting salaries for industry-trained graduates will rise markedly in the short term.

¹² A neologism with American origins derived from 'agricultural advocacy'.

11 ACKNOWLEDGEMENTS

Special thanks go to the following for assistance in developing concepts and providing comments used in this paper: a seminal contribution from Hon. Grant Woodhams MLA, Adele Millard, Louise Draper-Sevenson, Gail Guthrie, Phil Melville, Peter Russell, Peter Adamson, Ian Fairnie, Brian Piesse, Bruce Hutchinson, and John Hassell.

12 ABOUT MOCA

81st Year

- Created on 10 January 1930
- First AGM and Annual Dinner on 10 September 1930

Incorporated Association (Not-for-Profit)

- Approve 13 January 1984, incorporated on 31 May 1984

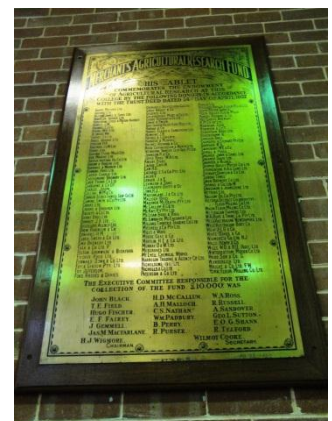


Membership

- 6,000 students (includes all students from 1926 to current day)...mostly in rural WA.
- 550 staff
- 450 advisors (non-Muresk staff or students)
- 1,500 extended Muresk staff families lived on the Muresk campus (some at Muresk Primary School)
- About 50:50 are city:country based
- About 95:3:2 are WA:national:international based
- Over-represented in top farmers throughout Western Australia, particularly in the Wheat-belt, over-represented in middle and senior level agribusiness
- Oldest known member at 98 years is Alex Fraser, still living on his farm in Wagin (student 1927-28)
- Current Patron: Senator Chris Back (www.chrisback.com)
- Most famous old collegian: Sir Donald Eckersley: Founding President, National Farmers Federation.

Muresk Foundation

- MOCA was active in converting the historic Merchants Agriculture Research Trust Fund established by deed on 14 April 1927, and rolling its residual funds into the Muresk Foundation (part of Curtin). (see picture of the original commemorative plaque)).
- MOCA was the instigator and driving force behind the Muresk Foundation in 1984, successfully raising millions.
- MOCA has taken steps to establish a more ambitious \$100m fund to replace the former Muresk Foundation (and widen its scope to all providers in tertiary agricultural education). This includes an 'inter-related' \$1billion fund nationally.



Agribusiness Alumni Association Inc.

- MOCA is the driving force behind the establishment of the Agribusiness Alumni Association Inc. (an umbrella group for all alumni of agricultural and agribusiness graduates).
- There are an estimated 100,000 agribusiness alumni in Australia today.

12.1 THE MOCA BOARD

TABLE 3: MOCA BOARD MEMBERS (2011) AS AT 1ST FEBRUARY 2011

Role	Name	Professional Roles
President	Dr Ian Fairnie ¹³	Director, Foodbank (former Director of Muresk)
Vice-President	Mr Floyd Sullivan	WA State Manager, Australia Independent Rural Retailers Ltd
Treasurer	Mr Jarrad Brown	Private Client Advisor, Patersons Securities
Secretary	Mr Roy Duncanson	Managing Director, Primary Advocates Pty Ltd
Member	Mr Andrew Carruthers	Property Development & Construction
Member	Mr Gavin Crane	Farmer (Bindi Bindi), Valuer
Member	Ms Louise Draper-Sevenson	Farmer (York) & Rural Women's Advocate
Member	Mr John Hassell	Farmer (Pingelly), CBH Director, Bio-Fuel Manufacture
Member	Ms Kathleen Headley	Teachers Aid (Collie)
Member	Mr Bruce Hutchinson	Retired (Extensive Aus-Aid Experience in Asia)
Member	Mr Phil Melville	Manager, Elders Real Estate
Member	Ms Adele Millard	Food Anthropologist, Rural Sociologist, Farmer
Member	Mr John Orr	Director, Premium Grain Handlers (Kwinana)
Member	Mr Brian Piesse	Rural Sheds & Buildings (Busselton) and Board of SW Development Commission
Member	Mr Colin Roberts	Private Wealth Investor (Perth & Singapore)
Immediate Past President	Mr Matthew Rutter (Ex-officio)	Head of Global Trading, Gavilon
MSA President	Mr James Ryan (Ex-officio)	President, Muresk Students' Association (2011) & Farmer (Tammin)

12.2 DEFINITIONS OF KEY TERMS USED

1. **Agribusiness:** In agriculture, "agribusiness" is a generic term for the various businesses involved in food, fibre, and renewable fuel production and consumption chains: including farming, fishing, and forestry, contract farming, seed supply, agrichemicals, farm machinery, wholesale and distribution, processing, financing, marketing, banking, insurance, transport logistics, machinery and equipment manufacturing, export, wholesale, and retail sales.
2. Agriculture (and Farming): **Agriculture** is the artificial cultivation and processing of animals, plants, fungi, and other life forms for food, fibers, and other byproducts. Agriculture was the key implement in the rise of sedentary human civilization, whereby farming of domesticated species created food surpluses that nurtured the development of much denser and more stratified societies.
3. Alumni Association: An **alumni association** is an association of graduates (alumni) or, more broadly, of former students. In the past, they were often considered the university's or school's old boy network (or old boys' network). Today, alumni associations involve graduates of all age groups and demographics.
4. Alumni: An **alumnus** (pl. **alumni**) is a graduate of a school, college, or university. An alumnus can also be a former member, employee, contributor or inmate as well as a former student.

¹³ Dr Fairnie recently resigned as President of MOCA effective from Saturday 18 June 2011.

5. Food Security: **Food security** is achieved when all people at all times have physical and economic access to sufficient, safe and nutritious food to meet dietary needs and food preferences for an active and healthy life.¹⁴
6. **MOCA**: The Muresk Old Collegian’s Association Incorporated is the official name of the “Muresk alumni” cohort. Curtin University recognises MOCA, and MOCA membership includes those who also belong to the Curtin University Alumni (Muresk Chapter) organisation.
7. Tertiary Education: The term **Tertiary Education** = Higher Education + Universities.
8. Value-Chain: The **value chain**, also known as value chain analysis, is a concept from business management that was first described and popularized by Michael Porter in his 1985 best-seller, *Competitive Advantage: Creating and Sustaining Superior Performance*.¹⁵
9. **Wealth-Consuming Industry**: The economic activity of an industry that consumes or expends public receipts collected by governments as tax (e.g. health, education)
10. **Wealth-Creating Industry**: The economic activity of an industry that generates genuine wealth through the profit making efforts of organisations and individuals; Government’s then tax these profits which become a Government’s revenue (i.e. public receipts).

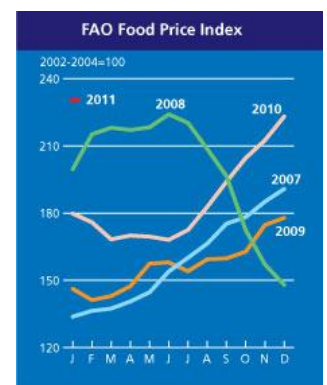
12.3 WHY MURESK MATTERS

1. Agriculture has a growing problem: It is the world’s largest industry, global demand for food and food prices are at their highest levels ever, yet there are not enough graduates to fill industry vacancies to meet these future challenges. Less than 1.5% of students entering universities in Australia and the USA choose agriculture as a career (Romero, 2011).
2. The wider public perceive agriculture as ‘just farming’: i.e. raising livestock and growing crops. Yet less than 2% of agricultural employment opportunities are on farms. A myriad of agribusiness service industries are directly linked to agriculture; including food manufacturing, financial planning, lending, insurance, commodity trading, and natural resource management. Agribusiness is the most interdisciplinary study field of all.
3. The constant supply of well-trained graduates to agriculture is the best way any society can perpetually reduce the cost food, fibre, renewable fuels, and the threat of war and conflict caused by hunger, poverty, and poor living conditions.

12.3.1 IMPORTANCE OF PRIMARY INDUSTRIES

12.3.2 GLOBAL AGRIBUSINESS

1. Agribusiness encompasses half the world’s labour force, half the world’s assets, and 40% of consumer purchases (Goldberg, 2011). It drives the public policy issues in economic development, food security, trade, nutrition, the environment, natural resources, protecting plant and animal diversity, intellectual property, genetics, and social and economic priorities.



¹⁴ (FAO, 2011)

¹⁵ (Wikipedia, 2011)

2. The foreseeable outlook is for surging world food prices (*FAO Food Price Index* at a record 231 points and trending strongly upwards).
3. Agriculture is too important to ignore and too valuable to forget.
4. Agribusiness not only needs to 'advocate' for agriculture and its supporting industry, but also for education and the need to teach kids about agriculture and how the world is nourished.

12.3.3 AUSTRALIAN AGRIBUSINESS

1. **Mining (1st)** and **Agribusiness (2nd)** are Australia's two largest wealth-creating sectors in the Australian economy. Mining and agriculture are the wealth creators in all regional areas.
2. In 2009-10, there were 373,560 people directly employed in agriculture, forestry, and fishing (with a multiplier of 10, over 3.7 million jobs reliant upon agricultural production). There are 137,000 farm-related businesses in Australia occupying 50% of Australia's land mass (Agribusiness Association of Australia, 2011). Farmer's earned Australia \$28.5 billion in export income, and spent \$3 billion on natural resource management
3. There are 63,000 graduate vacancies in agribusiness (statistics vary depending upon the source).
4. Australian only produces 800 agricultural graduates per year from all its Universities and agricultural colleges (Pratley, et al., 2008). In WA, that figure is well below 100.
5. Only **7%** of people involved with agriculture have a degree compared to **21%** across all other industries (Productivity Commission, 2005). Tertiary education has failed the agricultural sector over the last 40 years.

12.3.4 THE KEY TALKING POINTS

1. When every parent thinks of their children, their first priority is to ensure the best possible education for their children. Similarly, the holy grail of any regional development policy and action is to ensure the constant supply of graduates to the regions with skills that are directly relevant to the industry underpinning that region (in Australia, that is predominantly mining and or agriculture). Primary industry education, especially in the regions, is the key to development of all of Australia's regions.
2. The "**7%** issue" points to the long-term failure of Australia's higher education sector to meet primary industry needs, despite primary industries being the main wealth-creating industry upon which we base our economy. Why should those who are part of the system that created the problem, be entrusted with 'more of the same'. The system is broke, it needs fixing (along the lines proposed by the "MOCA Model").
3. The last Federal election highlighted the poor state of regional education in all disciplines; but situation is particularly dire for the industries underpinning the economy of all regions (there is widespread recognition of skills shortages in both these key industries).
4. Despite being economic powerhouses in the economy, their influence within tertiary education institutional governance (particularly universities) is minimal. The hegemony, the dominant power bases of larger universities disciplines constantly swamps these smaller faculty disciplines, in both staff and

student numbers, and the high costs of running regional campuses further exacerbates the problem (traditionally the 'home' of industry graduates).

5. Both single purpose agricultural campuses and agricultural faculties within in larger city-based institutions have already closed or are declining. If this is the case, and given over 40 years servicing the industry that we find that even the collective wisdom of some 20+ world class institutions cannot meet the industry's needs, then the current system is broken, and new approaches are needed in the national interest. This shows that the agricultural academic discipline needs are subservient to the institutional needs, since no genuine statewide, nationwide, or industry-wide approaches have been successful. Therefore, industry should take matters into their own hands at the national level and seek new solutions (and not entrust future policy development to those who created the current situation).
6. No government in Australia has a formal process or funding mechanism that directly connects industry graduate demand needs to the supply of graduates arising from higher education outcomes. The current approach rewards institutions for enrolling generic low-cost students and no institutions receives funds to produce graduates to meet State and national 'wealth-creating' industry needs (because of their higher costs). In this respect, the market has failed completely, failed partly because of market signal distortions, and partly because they failed to respond to the full gamut of industry needs in a timely way.
7. Industry demand for agribusiness graduates is at its highest known levels, and the supply of students to tertiary agricultural schools has never been higher, yet the higher education graduate output from has never been lower. WA produces less than 100 agribusiness graduates per year. Muresk & WASM graduates contribute 100% to regional development since:
 - ✎ About 50% of their graduates return to live in the regions with high-level industry-relevant skills
 - ✎ About 45% return to the city to specialise in delivering industry-relevant services to the regions (includes FIFO)
 - ✎ Even if the remaining 5% end up working in other industries, their training sees them retain empathy with rural, regional, & remote Australia and they remain ambassadors to the 'regional cause'.
8. Australian statistical measurement methods underestimate agribusiness economic activity by commonly measuring primary industry output only, and sector-wide 'whole value-chain' is not measured properly because of collection methods that identify the more generic primary, secondary, and tertiary industry classifications, and not their value-chain relationship to the core primary industry product. Consequently, not all of the agribusiness value chain identifies itself as 'related economic activity' and relevant statistics are not gathered and or published for use by the industry.
9. The problem is that all higher educational institutions are State owned & legislated, but federally funded. This is further exacerbated by the fact that:
 - ✎ There are higher costs of operating in regional Australia
 - ✎ Special funding schemes such as Regional Loading Scheme are always insufficient (since the true costs are not fully covered); especially when the city-based parent university skims off the regional loading funding and it does not arrive at the regional campus.
 - ✎ "Out of sight, out of mind" city-centric paradigms
 - ✎ Urban political power based (hegemony) always beats low regional population

10. Food Security is a rising public policy issue worldwide; Australia is not immune from it. Recently, Australia became a net importer of food products.
11. Every agricultural college campus (except one) has recently closed or is in decline. The successful exception (Marcus Oldham) is also the only one that is not subservient to another to a larger multi-purpose institution and it has full control of its marketing budget.
12. Industry needs all types of graduates, however there is an urgent need for graduates with a combination of science and business skills with advanced practical 'can do' *in situ* skills usually obtained in a regional context (i.e. in the field: on the farm, down the mine). In this sense, the habits of universities in organising and teaching in single discipline scientific-reductionist approaches mitigates against the holistic-systems approaches favoured by most employers.
13. Most industries' organisations conduct business steeped in historical practices, or at least methods that derive and grow from bases that are more 'traditional'. As a result, there is an inertia militating against a need to re-structure the industry representative bodies and their business methods to best meet new challenges in the global business environment. Agribusiness has no natural industry peak body and new business networking models will better advance the interests of the sector.
14. Curtin University emasculated the most successful agribusiness degree course in Australia (The Bulletin, 1991), conducted at Muresk, by gradually replacing experiential systems-based components with reductionist science-based approaches.
15. The rate of productivity increase in agriculture is slowing (and it seems directly related to decreases in graduation rates and agriculture-related R&D expenditure).

12.3.5 SOME SOLUTIONS

1. Devise cogent practical methods to increase primary industry graduation rates to meet industry needs (Having a larger pool of highly diverse students in the agricultural, food, and life sciences arena will translate into a more dynamic and vibrant agricultural industry that is better equipped to serve the Australian economy and an increasingly hungry world).
2. **Agribusiness Alumni Association Inc. (AAAInc.):** Create an umbrella group to leverage all international networks of agricultural and agribusiness industry-oriented, but mostly institutional-based, alumni groups. These are the future leaders of the industry.
3. **Agribusiness Council of Australia (ACA):** Form a new peak-industry lobby-`group that incorporates the entire agribusiness sector value-chain (to ensure a global systems approach involving participants from raw material accumulators to producers to consumers to waste recyclers).
4. **Agribusiness Leaders Convocation (ALC):** Conduct an annual meeting of Australia agribusiness leaders in Canberra around the time of the Federal Budget (for input into the following budget).
5. **Australian Agribusiness Advancement Trust (AAAT):** Establish, over 10 years, an A\$1 Billion capital trust fund to eliminate the cost of running regional campuses, and provide other financial support to agribusiness tertiary educational institutions.
6. **Australian Agribusiness University College (AAUC):** Create industry-governed approaches and create a new type of internationally competitive, specialist, university college
7. Ensure Regional Campuses become multi-user campuses governed by Independent Boards (limit of ten members).

8. Conduct a National Independent Inquiry into improving formal processes to provide relevant higher education outcomes directly related to the needs of Australia’s wealth-creating Industries.
9. Improve statistical measurement methods in both public (ABARE/ABS) and private institutions (ASX Agribusiness Index).
10. Implement the Cowan Report in Western Australia immediately (but also advise the State Government that solely implementing the Cowan Report will only ‘hold the fort’ for about 3 years, and more substantial ‘fixes’ will be required before the commencement of the 2013 academic year).
11. Legislate and Regulate the Agribusiness Education via national policy frameworks via the Agricultural Ministerial Council: (not Educational Ministerial Council).
12. Require more public transparency and reporting in Higher Education in:
 - a. Enrolment preferences, enrolment, and graduation rates in higher education;
 - b. Industry consultation mechanisms, standards, and outcomes; and,
 - c. Auditable and audited adherence to legislated functions (particularly in relation to the Nation’s and the State’s major wealth-creating industries).
13. Our industries compete internationally: they need national policy solutions, not state or institution-based solutions (which, to date, have failed to produce educational outcomes to support primary industry needs, and consequently the needs of the national economy).

12.4 WHY MOCA MATTERS

No successful university exists without a vibrant alumni underpinning its efforts.





Western Australia agribusiness has a growing problem: It is the State’s 2nd largest industry, global demand and food prices are at their highest levels ever. Industry demands for agriculturally trained graduates are at the highest levels ever, and yet the supply of graduates by all tertiary institutions in the State is declining: the situation is beyond dire it is chronic.

The Muresk Agricultural College officially opened in 30 October 1926. Founded on 10 January 1930, The Muresk Old Collegians’ Association Incorporated (MOCA) incorporated on 31 May 1984. MOCA represents all the staff, students, and industry advisors involved with the original Muresk Agricultural College since its commencement (and all its successor organisations).

Why should anyone engage MOCA on any matter concerning Muresk and its fine tertiary agricultural education heritage?

1. MOCA is the only organisation that has Muresk’s interests hard-coded into our constitution and psyche.¹⁶

The objects of the Association are:

-  a. To promote the development of agriculture in Australia by the interchange of ideas between members of the Association.
-  b. To keep ex-students of Muresk Agricultural College in touch with each other and the college.
-  c. To hold re-unions of Old Collegians’ at the college...
-  d. To promote the welfare of the college.

¹⁶ (MOCA, 1984), page 2, Section 3. “Objects”

2. The WA Government purchased the Muresk property on 1st April 1925 and created the Muresk Agricultural College for the very purposes of educating and training MOCA's members. Since 1926, Muresk has become a high profile 'icon' institution throughout rural and pastoral Western Australia. The MOCA Board has over 100+ years' collective experience in tertiary education & agribusiness governance and contains the duly elected representatives of the 7,000 people that have attended Muresk since 1926 (see members in section 12.1 The MOCA Board on page 42 above). Note: There are only 6,000 dinkum farmers in WA.
3. Founded in 1930, MOCA became an incorporated association on 14 May 1984 and is independent of any institution the WA Government vests the management of "Muresk estate" to (currently Curtin University). Any funds MOCA raises or receives by way of donations or grants go 100% directly to Muresk in ways wholly consistent with MOCA's objects (see point 1. above) and any compatible conditions set by the donors/grantors.
4. Nowadays MOCA members are 'over represented' in leadership roles throughout all levels of the agribusiness sector (not just in farming); be it international, national, state, regional, and local. The inaugural NFF President, the late Sir Donald Eckersley was a MOCA life member. Prof Mal Nairn, a Vice-Chancellor of 3 Australian Universities is a MOCA member.
5. MOCA members are in all occupations - Liberal, National & ALP politicians, on opposite sides in companies in intense competition, in competing member-based not-for-profits, in bureaucracies from the United Nations to your local council. Our membership contains people who were part of the most successful agribusiness degree course in Australia, and those that took part in unravelling it! We represent them all, we learn from all, and we build workable solutions to accommodate all viewpoints. We are a society in microcosm, an Association that has the ultimate interests of "*nourishing the world without loss*" (our motto). Using an old proverb: we play the ball, not the man.

13 MOCA'S AGRIBUSINESS REJUVENATION STRATEGY

13.1 INTRODUCTION

This section outlines MOCA's strategies to re-build the national human capacity of Australia's second largest wealth-creating industries: agribusiness. The strategies intend to capture and influence the direction of all higher education institutional outcomes in terms of producing optimal quality, industry-relevant graduates, and related research and extension outcomes.

Why should we focus on developing our future graduates and current alumni? It is because they represent our main renewable competitive edge in the world economy; and the quality of our people matters the most. Our people drive our industry's performance; it is our cohort that compete on the world stage, drive wealth-creation in our wider society, and who actually want to live and work within the rural, regional, and remote far-flung communities our industry has as its base of operations.

This strategy document also serves as job list for mobilising and allocating tasks to industry professionals and alumni volunteers. Their work will help enhance the value of their own qualifications and profession – in the short, medium, and long term.

13.2 THE MURESK PLAN

13.2.1 MISSION

To nourish the world without loss.

13.2.2 VISION

MOCA's vision is to create conditions to achieve, and continually improve, an optimal balance of public and private tertiary education institutions that provide well-trained graduates, to meet the actual needs of our industry in a timely manner (i.e. matching graduate supply and demand without lag).

As Muresk graduates spread throughout agribusiness, MOCA will support and encourage their professional development and engagement with existing industry structures and formal decision-making forums. Where these industry structures do not advance the industry in optimal ways, MOCA will engage its informal alumni networks to act as 'circuit-breakers' and propose new solutions, processes, and structures to advance the cause of agribusiness.

MOCA's well-managed alumni networks can achieve breakthrough solutions where inter-firm rivalry and political impasses occur. Our members are involved in all occupations on all sides of debates - left and right, public and private, sole-operators or multi-national corporations.

In achieving the above, MOCA will best advance the interests of the Muresk campus and all those who benefit from the full range of its services.

13.2.3 THE CURRENT SITUATION (WHERE ARE WE NOW?)

The re-vitalisation of MOCA arises from a decision by the WA Minister for Education's decision to support a unilateral decision by the Vice-Chancellor of Curtin University to withdraw all its courses and financial support from the Muresk campus effective at the end of 2012 (if not before).

In late 2009, immediately following Curtin's decision, an initial protest group of Muresk supporters and activists formed known as the "Friends of Muresk" (www.friendsofmuresk.com). However, it subsequently became clear that beyond the initial protest effort, a more sustained campaign was required to secure the future of the Muresk campus and what is now called the 'Muresk experience'. This is a particular style of

industry-relevant, practically oriented, interdisciplinary approach to tertiary agricultural education offered at a regional residential campus [This recipe resulted in the national recognition of the agribusiness degree course at Muresk as the best agribusiness program in Australia (The Bulletin, 1991)].

In early 2010, The Muresk Old Collegians’ Association Incorporated (MOCA) was revitalised, and the new Board set about developing a more sustained and strategic approach to the future provision of industry-relevant tertiary education for agribusiness and its related industries. This strategy document arises from those efforts. Arising industry consultation efforts, MOCA found that industry strongly re-affirmed its preference to maintain the Muresk campus as quality tertiary agribusiness education institution. Since then, it has become widely accepted that *‘Muresk is not closing, Curtin is leaving’*. MOCA is now driving the re-building of Muresk to serve best serve the agribusiness industry optimally.

Indeed, the WA Government first created Muresk in 1926 to serve the ‘agricultural industry’, and that charter continues to this day. MOCA remains the only organisation with the advancement of Muresk campus, and its original ideals, firmly hard coded into its constitution and psyche.

Nonetheless, in addressing the challenges of re-building Muresk, the MOCA Board quickly realised that in order to solve the problems besetting Muresk, it had first to solve a much bigger public policy issue, the chronic state of tertiary agricultural education, research, and extension. Further, this problem is not only a national malaise; it is a worldwide phenomenon (UN FAO, 2011). MOCA has accepted this challenge, and the strategies included herein are in direct response to those meeting those challenges.

Whatever the scope of the challenge, MOCA remains strident in its endeavours to ensure it remains the proper servant of its industry, the world’s largest industry, agribusiness, well into the future.


“Each Western Australian farmer feeds 330 people with three nourishing meals a day, 24/7/365. The figure for American farmers is 275, making our famers the most efficient farmers in the world, and Muresk graduates are amongst their finest”.

13.2.4 GOALS

The following tables summarise MOCA’s broad goals and strategies as it pursues, on behalf of its members and industry. It is not meant to be an Agribusiness Industry Plan *per se*, but in the absence of such a thing, it does serve as an interim surrogate or *de facto* plan (until one comes into existence). As with all such plans, it is more about stimulating debate amongst industry participants, than any actually intent to control industry outcomes. It seeks to influence, and informally drive consensus amongst industry decision-makers, not ‘force’ them in any way.

None of MOCA’s goals or strategies is in any order of priority. MOCA simply seeks to outline *‘where we are going’* and *‘how we are going to get there’*.

GOALS	AGRIBUSINESS (MURESK)	COMMENTS
To achieve 80% currency in our Alumni records for: <ul style="list-style-type: none"> - MOCA by end 2012 - All WA faculties by end 2013 - Australia-wide by end 2014 	<ul style="list-style-type: none"> ▲ MOCA Target 5,500 ▲ AAA-WA Target 10,000 ▲ Australian Target 100,000 	This represents more members than all political parties combined. The number cited are ag-related graduates and do not include all ‘agribusiness’ graduates nationally.

GOALS	AGRIBUSINESS (MURESK)	COMMENTS
To change industry research commissioning processes from being 'supply-driven' to being 'demand-driven'.	Establish research-brokering service on behalf of key industry research and development funds (public and private).	Most research is 'academic'-driven, with many approaches outside establish University guidelines for such research. Most research proposals have no regard to formally articulated industry priority needs.
To conduct an annual meeting of Australian Agribusiness Industry Leaders by end of 2012	Agribusiness Leaders Convocation: Parliament House, Canberra on 12 May 2011.	 State-based agribusiness leaders' meetings to follow.
To create a new peak industry body for Australian Agribusiness by end of 2011	Agribusiness Council of Australia (ACA)	Now drafting ACA constitution.
To create a new type of national industry-governed University College by end of 2015	Australian Agribusiness University College (AAUC)	There is a valid argument that such institutions should be international in form (to attract the best talent to the industry worldwide). See attached paper entitled "Australian Industry-Governed University Colleges"
To establish a \$1billion 'capital-protected' trust fund to support the operations of an industry-governed campuses in perpetuity. Establish trust fund by end 2011, and achieve targets by end 2020.	Australian Agribusiness Management Trust Fund – raising \$1b over 10 years (proposed)	See attached paper entitled "Australian Industry-Governed University Colleges". The fund equivalent for WA would be \$100m in Agribusiness and \$300m in mining respectively. All capital trust funds must remain 'industry-controlled' with trustees appointed under rigorous process defined in the trust deed.
To establish an umbrella group for all industry alumni groups (and their members) by 30-Jun-11	Agribusiness Alumni Association Inc. (AAAInc) – now awaiting formal incorporation approval.	This has global reach, not just Australia. www.agribusinessalumni.com www.agalumni.com www.agvocates.com
To gain approval for short-term industry graduate "457 Visas" by 30 June 2012 (i.e. in 2012 budget sufficient to meet industry short-term needs)	50,000 <u>graduates</u> ' level 457 visas granted over 5 years (scheme would terminate by end of 2016). This is not for unskilled or seasonal labour (that is a further industry need).	This scheme would terminate once the tertiary education sector produces sufficient graduates to meet industry needs.
To instigate and implement a fully sponsored "Agribusiness Index" for use by all stock exchanges by end 2014	ASX Agribusiness Index to complement existing commodity-based agribusiness indexes (globally & nationally)	Mining & mineral commodities indexes are already well established. There are few examples in agribusiness to speak of (notable exceptions occur in the futures markets)

GOALS	AGRIBUSINESS (MURESK)	COMMENTS
To place this Alumni Group on a sound financial footing by end 2011	Applications for grant funding submitted to Royalties for Region fund.	MOCA awaits an announcement of changes to the “Royalties for Regions” Fund. Due end April, 2011
To reach equilibrium between industry graduate and research needs and tertiary education outcomes by end of 2015	Establish VET Agri-Food Council consultation mechanisms equivalent to or better for the tertiary education sector (i.e. link industry need to education outcomes)	Explore other mechanisms
To review the way Government gathers and distributes industry statistics to best analyse the full value of the industry to the Australia economy.	Define ‘agribusiness’ statistics base on formal definition of ‘agribusiness’. ACA to Lobby ABS to change collection methods accordingly.	Current industry statistics gathering is out-dated because of the industry definitions in use do not reflect contemporary ‘value-chain’ realities

13.3 STRATEGIES

1.1.1 INTERNATIONAL

INTERNATIONNAL STRATEGIES	AGRIBUSINESS (MURESK)	COMMENTS & LINKS
Alumni Groups: Link industry alumni groups by creating an umbrella group to leverage all existing alumni networks internationally. These contain the current and future leaders of industry.	▲ Agribusiness Alumni Association Inc. (AAAInc.)	▲ www.agribusinessalumni.com ▲ AAAInc awaiting notification of incorporation (WA Department of Commerce). MOCA created this group in early 2011.
Multi-Lateral Priorities: Research and then suggest new multi-lateral approaches to ‘tertiary education’ policies and strategies (mainly, but not restricted to UN forums).	▲ FAO is calling for new multi-lateral policy on agricultural education programmes. Programs providing aid to educate farmers in third world countries have ‘failed’.	www.fao.org
Multi-National Industry Forums: Seek our relevant industry groupings of multi-national corporations seeking to coordinate joint trade and competition efforts.	▲ Consumer Goods Forum (Multi-national food retailers propose to share global food supply chains).	www.ciesnet.com
Peak International Bodies: Seek out and attempt to influence genuine international professionally relevant peak industry bodies	▲ Food and Agriculture Organisation (FAO) www.fao.org ▲ The Agribusiness Council (USA) ▲ International Food and Agribusiness Management Association (IFAMA) ▲ World Bank ▲ World Trade Organization (WTO)	www.un.org www.fao.org www.agribusiness.org www.ifama.org www.worldbank.org www.wto.org
Priority International Policies: Find a pivotal international policy issue and genuinely ‘ride it’ for all its worth (i.e. volunteer to contribute to multi-lateral policy debate on international “food security” issues). Find more	▲ Food Security ▲ Renewable (plant-based) Energy Security	www.fao.org/sd/erp/toolkit/ERPtkaIBooksDet_en.asp

INTERNATIONNATIONAL STRATEGIES	AGRIBUSINESS (MURESK)	COMMENTS & LINKS
relevant policy issues if you have volunteer resources to undertake the work.		
United States: Industry rejuvenation Strategies	▲ Review Farm Bureau based industry rejuvenation strategies for adaption and adoption in Australia	http://www.fb.org www.causematters.com Agribusiness Clubs ...and related

1.1.2 NATIONAL

NATIONAL STRATEGIES	AGRIBUSINESS (MURESK)	COMMENTS & LINKS
Capital Trust Fund: Establish a national \$1b trust fund.	▲ Australia Agribusiness Advancement Trust Fund (AAATF): to raise \$1billion over 10 years.	Fund will be sourced: ▲ One third from industry ▲ One third from State Govt ▲ One third from Federal Govt
Networks: Network like crazy	Agribusiness Alumni Association of Australia (4A) - drive development of	MOCA created the AAAInc. The 4A will be the Australian Umbrella Group for all Australian ag-related alumni groups. See also the list in attachments.
Peak Industry Lobby Group: Form the Agribusiness Council of Australia as a new peak-industry lobby-`group that incorporates the entire agribusiness sector value-chain (to ensure a national systems approach involving participants from raw material accumulators to producers to consumers to waste recyclers).	Agribusiness Council of Australia (ACA) (proposed www.agribusiness.org.au)	MOCA is modelling the ACA on the MCA, has drawn up a draft constitution, and is proposing the formation of this new national peak industry body (and state equivalents)
Peak National Bodies: Develop alliances with national ag-related bodies (there are literally hundreds of them)	Key ag-groups of interest are: ▲ Agribusiness Association of Australia (AAA) ▲ Australia Association of Agricultural Consultants (AAAC) ▲ Australian Council of Deans of Agriculture (ACDA) ▲ Australian Food & Grocery Council (AFGC) ▲ Australian Institute of Agricultural Science and Technology (IAIST)	▲ MOCA proposed to develop and run the WA Chapter of the AAA. ▲ The AIAST is currently merging with the AAAC.
United States: Industry rejuvenation Strategies	▲ Review Farm Bureau based industry rejuvenation strategies for adaption and adoption in Australia	http://www.fb.org www.causematters.com Agribusiness Clubs ...and related


1.1.3 STATE (WESTERN AUSTRALIA)

WA STATE STRATEGIES	AGRIBUSINESS (MURESK)	COMMENTS & LINKS
Capital Trust Fund: Establish a \$100m trust fund (as the WA part of a national \$1b trust fund).	▲ Western Australia Agribusiness Advancement Trust Fund (WA-Trust Fund)	
Devise State Strategies to Support National Initiatives: Repeat some national strategies within each State and coordinate efforts through the most appropriate national peak industry body.		www.agribusinessalumni.com www.agribusiness.asn.au

1.1.4 LOCAL (INTRA-STATE, RURAL, REGIONAL, & REMOTE)

LOCAL STRATEGIES	AGRIBUSINESS (MURESK)	COMMENTS & LINKS
Reunions: Hold Reunions and Student Recruitment drives constantly: engage with your alumni 'where they live'.	MOCA holds at least five (5) reunions each year at various locations thru WA ▲ 2010 Albany, Dandaragan, Esperance, Geraldton, Margaret River, Merredin, Mundaring, Muresk, Wagin ▲ 2011 Kalgoorlie, Narrogin, Mt, Muresk, Perth Royal Show ▲ 2012 Corrigin, Muresk, Newdegate, Perth Royal Show, Dongara	MOCA should copy WASMGA and hold its own "Muresk Gala Ball" (Corporate Event)

1.1.5 ALUMNI ORGANISATION LEVEL

ALUMNI ASSOCIATION STRATEGIES	AGRIBUSINESS (MURESK)	COMMENTS & LINKS
Activist Campaign: Prepare an activist campaign and have it ready (even if you do not implement it).	MOCA has the "Getting the Point" activist, peaceful protest-style campaign ready in reserve (i.e. yet to be implemented).	 "Getting the Point" Logo
Alumni Facilities: Have dedicated Alumni Space and Display on Campus (for when Alumni and public visit).	Negotiate facilities with: ▲ Muresk Campus (current owner) ▲ Muresk Students Association (share Muresk Guild Building)	Curtin University have agreed in principle
Anniversaries: Celebrate Key Dates (particularly key milestones).	MOCA has functions to celebrate key dates in its history: ▲ 10-Jan-30 (MOCA formed) ▲ 10-Oct-30 (1 st MOCA AGM Dinner) ▲ 30-Oct-26 (Muresk Founded) ▲ Some day in 2012 "Independence Day"!	
Awards: Create and give awards to recognise achievements in your industry/institution.	Muresk 'Legends' Medal Muresk Reunion Plaque Muresk Medal (Platinum, Gold, Silver, Bronze awards - new concept)	
Board of Management: Have a committed Board membership that meets regularly and deals with priority issues	MOCA Board (15 members meeting at least 6 times per year)	MOCA holds Board meetings in the Board Rooms of major industry groups or organisations as part of a strategy to engage constantly with industry. MOCA regularly invites key politicians and Director's General to Board meetings

ALUMNI ASSOCIATION STRATEGIES	AGRIBUSINESS (MURESK)	COMMENTS & LINKS
		as 'guests'.
Brand: Lock-Up Key Domain Names	Over 24+ domain names registered to 'block' usage of "Muresk" key brands all 100% owned and controlled by MOCA.	<ul style="list-style-type: none"> ▲ www.muresk.com ▲ www.muresk.com.au ▲ 24+ more domains registered
Brand: Secure and vigorously protect your brand trademark (Intellectual Property)	<ul style="list-style-type: none"> ▲ Curtin University does not own any aspect of the "Muresk" brand (owned by the WA Government). MOCA free to use. ▲ MOCA has its own brand (Muresk crest plus the letters "OCA") 	In a public stoush, Curtin's attempts to register "Muresk" as a trademark were defeated by MOCA activism. The "Muresk Mafia" is effective
Cause: Devise "Universal Speech" i.e. documents that set out all the key arguments of the cause, and distribute them widely. President and Board continually deliver its messages at every available forum.	<ul style="list-style-type: none"> ▲ Paper: "Why Muresk Matters" ▲ Paper: "Why MOCA Matters" ▲ Paper: "Agribusiness Goals & Strategies" [this paper] 	See examples attached
Continuing Education: Conduct professional development and continuing education courses (as a Profit Centre)	Muresk Agribusiness Executive Development Course (proposed)	Run along lines of "Harvard Executive Development Courses" tailored to global agribusiness.
Fund-Raising: Perpetually undertake fund-raising activities (donations, grants, bequests, merchandise sales, etc.)	<ul style="list-style-type: none"> ▲ Re-commencing in 2011, MOCA undertakes fund-raising events. Expanding as quickly as resources allow. ▲ Reclaim remaining funds in the "Muresk Foundation" 	Curtin University has agreed to return remaining Muresk Foundation Funds (approx. \$23,000 remains). There was must waste in spending on frivolous expenditure (rather than income earning investments).
Government Inquiries: Welcome them, and instigate them regularly (State & Federal). Ensure Government implements their recommendations.		
Grants: Perpetually apply for them	Seek funding from all sources: <ul style="list-style-type: none"> ▲ Lotteries WA ▲ Royalties for Regions ▲ Commonwealth ▲ Private sources (e.g. CBH, GRDC). 	
Heritage: Celebrate the history of the campus and its role in the development of the industry since its foundation.		
Independence: Separate the control of the campus alumni from the parent educational institution.	In 1984, MOCA became an incorporated association (separate legal entity).	
Industry Events: Participate and Celebrate key industry events.	MOCA endeavours to hold reunion and other functions in conjunction with: <ul style="list-style-type: none"> ▲ Royal Show (Late September) ▲ Dowerin Field Days (Late August) ▲ Wagin Woolarama (March) 	
Lobbying: Perpetual lobbying key decision-makers and stakeholders.	<ul style="list-style-type: none"> ▲ MOCA continually lobbies ▲ MOCA appointed the lobby firm Primary Advocates Pty Ltd on a performance-based arrangement to complement its efforts. 	
Media and Public Relations:	▲ Coordinate Rural Journalists to stay	Muresk ran a rural

ALUMNI ASSOCIATION STRATEGIES	AGRIBUSINESS (MURESK)	COMMENTS & LINKS
Activate media networks, and have a consistent clear public relations message.	'on message' (base document is " <i>Why Muresk Matters</i> ")	journalism courses and therefore MOCA has access to its own specialist rural journalism alumni spread throughout media publishing in rural, regional, and remote areas.
Membership: Value your members, is a numbers game.		
Networks (On-line): Create Brand Presence on all significant Networking Sites	<ul style="list-style-type: none"> ▲ www.facebook.com ▲ www.flickr.com/Muresk ▲ www.linkedin.com/muresk ▲ www.myspace.com/muresk ▲ www.twitter.com/muresk ▲many others 	All sites are 100% controlled by MOCA (not Curtin or anyone else)
Newsletters:	▲ Re-institute the "Muresk Messenger"	
Public Events: Hold high profile public events to create positive media exposure.	<ul style="list-style-type: none"> ▲ The Muresk Lecture (a keynote lecture of national industry significance) ▲ Muresk "Open Day" (MOCA proposes to run the 2011 "Muresk Open Day(s) on 28, 29, & 30 October 2011 	
Secretariat: Establish a professional secretariat with best-in-class membership management systems.		Currently run by volunteers (subject of funding grant applications).
Sponsors: Constantly seek sponsorships for activities; prepare a "Sponsorship Plan".		
Strategy Research: Review candidate strategies elsewhere for adoption here.	e.g. In the USA there is an emerging culture of "Agvocates", people who specialise in promoting agriculture as a desirable profession. See	e.g. www.causematters.com MOCA has reserved www.agvocates.com.au
Strategy Implementation: Allocate an appropriately skilled and experienced "MOCA Member" to each of the strategies herein.	Put out general "Call for Volunteers"	
Strategy: Have a strategy with clear end goals in mind (i.e. this plan)	▲ This document is an adaptation of an extract from the MOCA Strategic Plan – done	There is a public version and more detailed version used by the MOCA Board (not for publication).
Volunteers: Perpetually ask for supporter's help and build a network of committed volunteers.	<ul style="list-style-type: none"> ▲ Large Corporate Organisers ▲ Local Government Area Organisers ▲ On-line Network Organisers ▲ Year Organisers 	
Web-Site: (Must have own 100% controlled site)	www.muresk.com - done www.agribusinessalumni.com - done	www.muresk.com www.muresk.com.au www.agribusinessalumni.com 20+ other domain names reserved

14 APPENDICIES

14.1 LETTER FROM THE PREMIER



Premier of Western Australia

Our Ref: 24-75989/EB

Mr Roy Duncanson
Secretary
The Muresk Old Collegians' Association Incorporated
PO Box 243
MELVILLE WA 6956

Dear Mr Duncanson

Thank you for your letter dated 25 March 2011 regarding the future of the Muresk Institute and tertiary agricultural education in Western Australia.

The State Government, through the Wheatbelt Development Commission, is currently in the process of determining the feasibility of a number of options for the future use of the Muresk Institute.

I understand that various working groups have been established to support this work, including a Muresk Advisory Committee, which is chaired by Dr Ian Fairnie, President of The Muresk Old Collegians' Association. It is the role of this committee to oversee the development of the higher education program in Agribusiness.

I acknowledge the interests of The Muresk Old Collegians' Association in the future of tertiary agricultural education in Western Australia. The establishment of Industry-Governed University Colleges in the areas of agribusiness and mining is, however, outside the scope of the current review.

Thank you for bringing this matter to my attention.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Colin Barnett'.

Colin Barnett MLA
PREMIER
27 APR 2011

197 St Georges Terrace, Perth, Western Australia 6000
Telephone: +61 8 9222 9888 Facsimile: +61 8 9322 1213 Email: WA-Government@dpc.wa.gov.au
www.premier.wa.gov.au

14.2 THE RISE OF FOOD SECURITY CONCERNS GLOBALLY

The following slides form the basis of a presentation presented to the Forest Division of the Liberal Party on Saturday 18 June 2011 by Dr Ian Fairnie, President of MOCA.

Food security

A presentation by:
Dr Ian Fairnie

Former Director of Muresk
President, Agribusiness Alumni Association Inc.

Some of the material prepared for the recent Agribusiness Leaders' Convocation in Canberra by Julian Cribb and Jim Pratley has been used in this presentation

Slide 1

- Food Security is a rising public policy issue worldwide; Australia is not immune from it.
- Recently, Australia became a net importer of food products

Slide 3

AND FOOD PRICES ARE RISING

Slide 3

FOOD SECURITY = DEFENCE SECURITY

- Most recent wars have been driven by scarcity of food, land and water. Dafour, Rwanda, Eritrea, the Balkans were all destabilized, at root, by these interlocking scarcities.
- Going further back, both the French and Russian **revolutions and civil wars grew out of bread crises**. We know that famine is a potential trigger for conflicts and even possibly for nuclear wars.
- However the good news is that many can also be prevented – by using science to meet the rising demand for sustenance.

Slide 4

Norman Borlaug

- One of the fathers of the Green Revolution which allowed the global Production of rice, wheat and other cereals to stay ahead of population growth, allowing millions to escape the pain of constant hunger, for which he was awarded . .
- The Nobel Peace Prize!
- Why? Because India and Pakistan stopped going to war

Slide 5

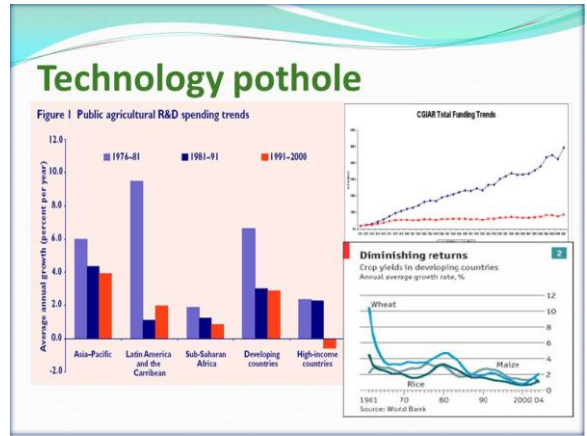
Ye shall beat thy swords into ploughshares and study war no more (Isaiah 2:4)

- They shall beat their swords into ploughshares, and their spears into pruning hooks: nation shall not lift up sword against nation, neither shall they learn war any more.
- Borlaug said: *Advances in agricultural technology can buy time for political, social and religious leaders to bring into better balance the growth in human populations and the carrying capacity of our planet*

Slide 6

- Today the world spends about \$40 billion a year on agricultural science compared to \$1500 billion a year on weapons.
- Still “learning war” I see
- We have been shutting down ag science and research in our universities and rural colleges, our primary industry departments and institutes, in CSIRO and other agencies since the 1970s.
- The global decline in agricultural R&D in the past four decades means less new technology will be available to farmers between here and 2030 than in the past two generations.

Slide 7

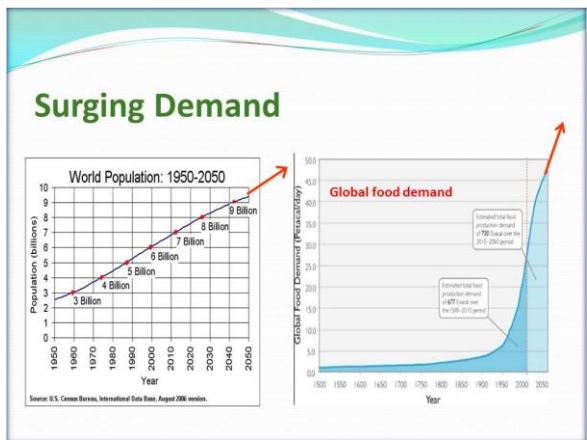


Slide 8

Massive increase in Agricultural R&D NOW

- Need to make a 5-fold increased investment in food and agricultural research and the communication of its outcomes to farmers worldwide
- Fund with a levy on food manufacturers and supermarkets who make increased profits when farmers add-value in the supply chain
- Why should farmers be the only ones who pay research levies?
- Enlightened self-interest for food wholesalers and retailers to follow suit

Slide 9



Slide 10

No simple fixes....

<p>DEMAND:</p> <ul style="list-style-type: none"> • Population 11+ billion by mid 2060s • Total food demand doubles 	<p>CONSTRAINTS:</p> <ul style="list-style-type: none"> • ‘Peak water’ • ‘Peak land’ • ‘Peak fuel’ • ‘Peak fish’ • R&D drought • Capital drought • Climate extinction
--	--

Slide 11



Slide 12

Peak fuel: the coming crisis

- One of the most pressing issues to solve is where the fuel to power the whole supply chain will come from in future. It cannot come from the farm: to do that would slash world food output by 10 - 30 per cent right when we are needing to double it.
- By the 2040s it is highly unlikely we will be using fossil fuels in agriculture. There needs to be a major worldwide research effort to head off a farm energy crisis. Why? Because consumers might be a little annoyed if asked to pay \$20 or \$30 for a loaf of bread.
- **Let them eat cake, right Marie Antoinette?**

Slide 13

The challenge

To **double** global food production with:

- **half** the present fresh water
- far **less** land
- **no** fossil fuels (eventually)
- **scarce** and costly fertilisers
- **less** technology
- more **drought, heat & storms**.

Slide 14

Solutions

- **Develop** a new **eco-agriculture** that uses far less land, water, energy, fertilisers and pesticides – the greatest scientific challenge of our age
- **Urgently** develop **renewable energy** sources for agriculture
- **Lift** global research investment in ag science & transfer to **\$160 billion/year**
- **Fair incomes** for **farmers** - or it won't happen
- **Attract students** back to agricultural courses
- **But there are no well paid jobs for them when they graduate, right?**

Slide 15

How many jobs are there?

- There is a job market of over 6000 advertised vacancies per year in agriculture.
- If it is assumed that 70% have a need or desire for graduates to fill those positions then **there is a demand for around 4500 graduates per year**. To this should be added the 1200 or so production management positions annually.
- While the percentages used could be debated, what is clear is that the number is sizeable.

Slide 16

Where are the new graduates?

- The universities are nowhere near satisfying the current market with only around 300 agricultural graduates per year are now produced.
- This number grows to over 700 per year when related courses are considered. These numbers assume that there is no leakage of these graduates out of agriculture – this leakage can be significant.
- **At best therefore the universities are producing only 700 or so graduates for a job market of more than 4000.**

Slide 17

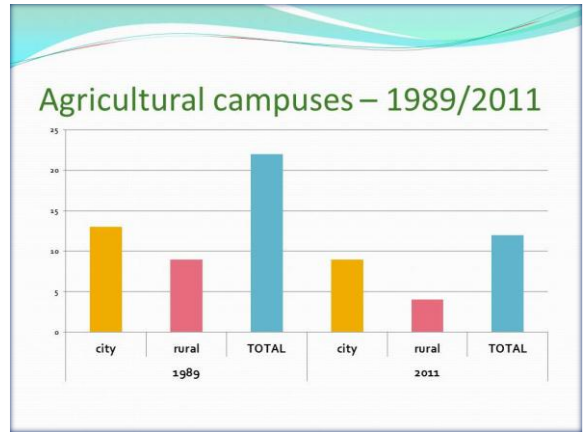
What is happening?

- Industry responds to this dilemma in many ways – the workload builds on existing staff; staff are “stolen” from competitors but the expertise base is not increased; and less qualified people are employed thereby reducing the quality of service to clients and for the business.
- A consequence of the decline in student numbers is that the number of providers of undergraduate agriculture courses have almost halved

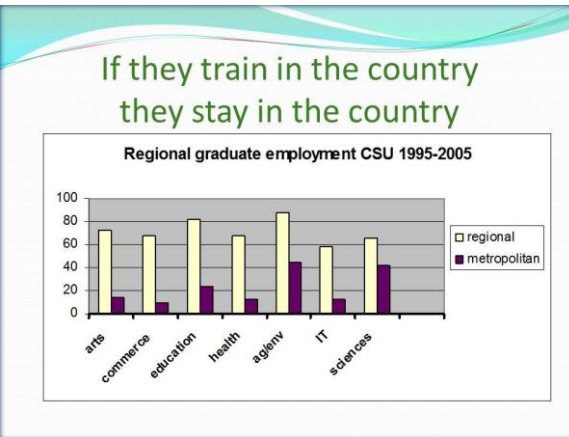
Slide 18

- Of greatest concern is the decline by about two thirds in country campuses offering agriculture.
- Access by rural students to agriculture has become highly limited yet it is rural-based graduate jobs which are the most difficult for employers to fill.
- Every state capital city currently retains at least one campus where undergraduate agriculture is offered.

Slide 19



Slide 20



Slide 21

Thank you

“The Coming Famine” by Julian Cribb is published by the University of California Press and CSIRO Publishing.

It was supported by the Crawford Fund and Land & Water Australia.

Slide 22

14.3 USEFUL WEB SITES

WEB SITE URL	OWNER	COMMENTS
www.agribusiness.asn.au	Agribusiness Association of Australia (AAA)	
www.agribusiness.org.au	Agribusiness Council of Australia (ACA) – Formed by MOCA	Currently run by Agribusiness Association of Australia (AAA)
www.agribusinessalumni.com	Agribusiness Alumni Association Inc. (AAAInc)	Currently run by MOCA
www.csu.edu.au/special/acda	Australia Council of Deans of Agriculture (ACDA)	
www.cyoc.wa.edu.au	C Y O'Connor Institute	
www.minerals.org.au	Minerals Council of Australia (MCA)	
www.muresk.com	Muresk Old Collegian's Association Incorporated (MOCA)	

14.4 DECLARATION OF INTERESTS

Consistent with contemporary practices to uphold the highest probity standards, the MOCA Board declares its Board Member's interests are follows:

- ✎ All MOCA Office Bearers and Board Members are also Office Bearers and Board Members of the Agribusiness Alumni Association Inc. (AAAInc).
- ✎ The AAAInc is the organisation that instigated a meeting of Agribusiness Industry Leaders in Canberra on 12 May 2011. That meeting endorse a proposal to establish a new peak industry body, the Agribusiness Council of Australia (ACA). The AAAInc are now forming the steering committee to give effect to that resolution and create the ACA.
- ✎ Dr Ian Fairnie (MOCA President) is a former Director of Muresk, and is the current Chair of the Muresk Advisory Committee advising Mr John Scott, Managing Director, C Y O'Connor Institute.
- ✎ Mr Brian Piesse is a Member of the Muresk Advisory Committee advising Mr John Scott, Managing Director, C Y O'Connor Institute.
- ✎ Mr Roy Duncanson (MOCA Secretary and report author) and Mr John Hassell are owners of Primary Advocates Pty Ltd (PAPL). They are registered lobbyists with the WA and Commonwealth Parliaments. PAPL is providing administrative and logistical support for activities leading to the establishment of the ACA.
- ✎ Mr Jarrad Brown (MOCA Treasurer) serves on the Board of the John Curtin Leadership Academy (related to Curtin University).
- ✎ Mr Louise Draper-Sevenson is a part-time Curtin University (Muresk) staff member working in the Muresk library.
- ✎ Mr James Ryan is a current Curtin University (Muresk) student. He is the current President of the Muresk Students Association.

14.5 RECOMMENDATIONS OF THE AGRIBUSINESS LEADERS MEETING (12 MAY 2011)

Agribusiness Leaders' Convocation Thursday 12 May 2011 Senate Committee Room, Parliament House

RECOMMENDATIONS

14.5.1 FOR GOVERNMENT

There is a serious gap in supply and demand with thousands of graduate jobs in agribusiness and agricultural research unfilled. Part of the reason is the high cost of educating these graduates compared to Arts or Commerce graduates. In addition, these students graduate with a high HECS debt.

- Provide "HECS" relief for students studying at regional universities needs to be provided as well as providing the youth allowance/living away from home allowance for any student attending a regional campus
- Provide "HECS" relief for agricultural/agribusiness/horticultural graduates working in regional areas (for say 5 years or more) should be a national priority
- Make Apprenticeship /Certificate/Diploma Schemes a high priority – Increase number and quality

14.5.2 FOR INDUSTRY

Industry needs to fund programs designed to increase the numbers of students wanting to study agribusiness/agricultural science

- Start in Primary Schools to attract industry interest
 - Focus on curriculum from early age
- Need to capture student interests at Yr 10 level
 - Career Path Mapping – Lack of clarity about entering Agriculture
 - Options in Tertiary sphere
 - Opportunities in Apprenticeships
- Fund Training programs to broaden experience of Graduates entering Industry
- Fund a Media Campaign to boost image of Agriculture

14.5.3 IMMIGRATION - GOVERNMENT

- Migration Occupations in Demand List (MODL) to include agribusiness professionals.
- 457 Visas –Very difficult process (Urgent need for Agronomists from South Africa)
- Government campaign in Ireland, the UK, Canada, the USA, and southern Africa, to increase number of agricultural graduates applying to migrate to Australia (as done with police and nurses) and support regional training / bridging course be developed to assist in preparation for Australian condition (through matching grants from Industry)

14.5.4 IMMIGRATION - INDUSTRY

- Industry to offer matching funding for work-place training of overseas graduates.
- Recommend qualifications/credentials that industry would accept from an agribusiness professional that would form recommendations to Department of immigration for inclusion on skilled migration list.
- Focus immigration debate on Agricultural sector and required skills

14.5.5 INDUSTRY PEAK BODY

14.5.5.1 ESTABLISHMENT OF THE AGRIBUSINESS COUNCIL OF AUSTRALIA

- Need for a peak body representing key stakeholders (focus on industry)
- Industry funded and led (similar to the Minerals Council of Australia)– reflected in the Board of Directors;
- Foundation would manage the activities of the ACA;
- Large Capital Fund with capacity to make change in the Industry
 - Enabling the whole Agricultural Industry to have capacity and ability to make change
 - Media Liaison would be a very important factor for such a Peak Body
 - Promote image of Agriculture
 - Significant funding would be required to start such a peak body
 - Long-term sustainable funding important
 - Support mechanism for youth in the agricultural sector
- Help set up the National Food Security Agenda – Strategic Industry Decision-making
 - Focus on manufacturing capacity in Australia

Note: Since the meeting, a Steering Committee is being set up to work for the Establishment of the Australian Agribusiness Council by September 2011.

14.5.6 SENATE INQUIRY

The Agribusiness Leaders' Convocation made an Urgent Call for a Senate Standing Committee Inquiry – (Standing Committee on Education, Employment Workplace Relations) on all the matter marked for action by the Government.

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