



THE FOUNDING
AND ESTABLISHMENT OF
THE UNIVERSITY OF
NOTRE DAME AUSTRALIA
— 1986-2014 —

Peter Tannock
November 2014



The Objects of The University of Notre Dame Australia are:

- a) the provision of university education within a context of Catholic faith and values; and
- b) the provision of an excellent standard of –
 - i) teaching, scholarship and research;
 - ii) training for the professions; and
 - iii) pastoral care for its students.

I have written this brief monograph as a personal account of some of the people and events associated with the founding and establishment of The University of Notre Dame Australia. It reflects my memory of, and opinions about, the main issues and challenges faced by the founders, and the milestones in the University's progress, since it was first conceptualized in 1986.

This monograph is a contribution to the University's celebrations of 25 years since the passage of its founding Act through the Parliament of Western Australia in December, 1989. A subsequent complementary monograph, containing select records and photographs relevant to this story, will be published.

I should like to acknowledge the great contribution of Leonie Peacock to the preparation of this publication.

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Origins: 1986-1992

The idea of establishing a private Catholic University in Perth, Western Australia emerged in the second half of the 1980s. It arose from the realisation by the Archdiocese of Perth and the Catholic Education Commission of Western Australia that there were inadequate means of providing special training for the substantial numbers of lay people who would be needed for future service at all levels in the State's extensive and growing Catholic school system. Unlike other States and Territories, Western Australia had no publicly funded Catholic Teachers College, and no realistic prospect of gaining Federal funding for such a venture. There was also concern that the large Catholic hospital system in the State no longer had a formal means of preparing lay professional staff (especially nurses) for the special mission of Catholic health care into the future.

The newly appointed Director of Catholic Education in Western Australia, Dr Peter Tannock (the first lay person in that role), discussed the problem and the challenge on several occasions in 1985 and 1986 with the Archbishop of Perth, William Foley, and was encouraged by him to pursue the idea of developing a privately funded Catholic tertiary education institution in Perth. It was agreed that Dr Tannock would approach Mr Denis Horgan, a prominent and wealthy Catholic businessman and entrepreneur in Perth, and Chairman and major shareholder of the Barrack House Group of Companies, to seek his support and financial assistance. He agreed to be involved and to consider providing financial support for the project, should it prove to be viable. An informal Planning Committee was established comprising Mr Horgan (chairman), Dr Peter Tannock, Dr Michael Quinlan (a leader in the medical profession and, through the St John of God Hospital, Catholic health care in WA) and Archbishop Foley. An early decision was made that should the project proceed, the aim would be to establish a Catholic university rather than a Catholic Teachers College or a multi-purpose Catholic College of Advanced Education. This reflected the early ambitions of the Founders that UNDA be a major participant in such professional training areas as Teaching, Medicine and Nursing, with Catholic schools and Catholic hospitals as key partners.

In 1988 a formal Planning Office was set up, at the Catholic Education Centre in Leederville, Perth, overseen by Father John Neill OP who came from South Australia, at the invitation of Dr Tannock. Father Neill was a senior Catholic educationist, and had a long-standing interest in and commitment to the idea of a Catholic university in Australia modelled on the University of Notre Dame in the United States (NDUS). He was to make an important and enduring contribution to the foundation of UNDA. Various models were developed and papers written, principally by Dr Tannock and Father Neill. Many ambitious ideas were explored, and the concept was gradually refined and focussed on the idea of a small, essentially private, Catholic university. Other significant contributors to this early modelling included Mr John Dolin, a financial expert, and Dr Neil Stewart, who were engaged as consultants for the project. A formal feasibility study was later commissioned to be undertaken by Professor Geoffrey Kiel from the University of Queensland, who was seconded for a period from that institution to head the UNDA Planning Office. Exploration and consultation visits were made by members of the Planning Committee to Catholic universities and other relevant institutions in the US, the UK and Europe (including the Congregation for Catholic Education at the Holy See in Rome).

Of particular significance was the initial meeting on 25 May, 1988 in South Bend, Indiana, between Mr Horgan and Dr Tannock and the leaders of the Holy Cross University of Notre Dame in the United States (NDUS), widely regarded as one of the best and most prestigious of its kind. The members of the Planning Committee had been urged to approach NDUS for support by Father Ted Hesburgh CSC and Father Ned Joyce CSC, the recently retired long-serving President and Vice President of NDUS. They had visited Fremantle in February, 1988, as tourists on board the cruise ship QEII. At the invitation of Denis Horgan, they met with the members of the Planning Committee to discuss the idea of this proposed first Australian Catholic university and for the possible involvement of NDUS in some way. It was a major piece of good fortune that NDUS, led by its outstanding new President, Father Edward Malloy CSC, supported by his Executive Vice President, Father E W Beauchamp CSC, and his Provost, Professor Tim O'Meara, agreed subsequently to consider becoming involved in supporting this new venture in Catholic higher education in distant Western Australia. Their support was given an initial stimulus by a favourable report from an Australian Holy Cross colleague, Father Bill Miscamble CSC, who made an exploratory visit to Perth on behalf of Father Malloy in early 1988. The early NDUS commitment and involvement was the most important single factor enabling this ambitious project to proceed beyond the tentative feasibility study stage. It was the NDUS leadership presence and encouragement that gave the Archdiocese of Perth, the Catholic Education Commission, and the State Government, confidence that the project could succeed. (For a detailed exposition of the NDUS background and the early involvement of the Holy Cross Order, see **Father Malloy's three volume monograph** "*The Original Dream: 1945-1954*", "*The Dream Renewed: The First three Years 1988-1991*", and "*The Dream Pursued, 1991-2007*", UNDA website: History.)

Following visits to Perth in 1988 and 1989 from the leaders of NDUS, and with their endorsement and that of the State Government of Western Australia, an 'in principle' decision was taken in August 1988 to proceed with the project, and to seek the enactment of the necessary legislation in the Parliament of Western Australia. A formally constituted Planning Board was established comprising Mr Horgan (Chairman), Dr Tannock (Deputy Chair), Dr Quinlan, Father Neill, Archbishop Foley, Father Malloy and Professor O'Meara.

Public announcements were made, and Archbishop Foley issued a press statement on 12 August 1988 outlining the details of the concept of UNDA, the need for enabling State legislation, and the plans thus far developed.

Legislation to establish UNDA had originally been promised to Dr Tannock in 1987 in writing by the then Labor Premier of Western Australia, Mr Brian Burke. It was formally reviewed and endorsed in 1988 by the new Labor Premier, Mr Peter Dowding, the Deputy Premier, Mr David Parker, and the State Cabinet, with strong support from the Liberal Leader of the Opposition, Mr Barry MacKinnon, and his senior parliamentary colleagues.

Whilst there was enthusiasm in some quarters for the idea of a privately funded Catholic university in Perth, there were also many critics and doubters, eg: Was this too ambitious for Perth? Apart from Mr Horgan's prospective personal financial support, where would the substantial additional private endowment and start-up capital funds come from? Were there enough potential private benefactors to enable it to proceed? Where would the qualified and experienced staff be found? Who would lead it? How could it compete in the well established and already crowded free and publicly funded higher education market place in Western Australia? How would it overcome the hostility to the idea, especially from within some of the public universities? Could a Catholic university be established and thrive in small, remote Perth without government support? Where did this project sit vis-à-vis other Church priorities?

It was decided (with the NDUS leadership team's concurrence) that the new Catholic university would be named The University of Notre Dame Australia (UNDA) after its founding mentor and 'partner' in the United States. It would be based, at least in the foundation years, in the West End of Fremantle, mainly in unused and

derelict former warehouse buildings which had been, or would be, acquired and developed for this purpose. Other metropolitan area and country sites were considered by the planners, but Fremantle was seen to be the most attractive and available prospect. In deciding on Fremantle as a base, the planners had in mind examples of other striking Catholic 'town universities' such as Georgetown University in Washington, DC, and the Catholic University of Louvain in Belgium, which had been visited by Mr Horgan and Dr Tannock.

It was initially intended that this new Catholic university, as a predominantly privately funded venture, would be financially independent of Church and State. It was to rely primarily on tuition fees, private benefactors, and various forms of corporate and institutional support and endowment. The Lawrence Labor Government (guided by its Deputy Premier, Mr Ian Taylor), eventually promised Notre Dame a substantial founding land endowment in the northern outskirts of Perth. This land endowment was to be part of a land trust designed to benefit all Western Australian universities. The newly elected Court Coalition Government declined to proceed with this proposal. The Commonwealth Government refused to provide any initial support, making it clear that its historic funding commitments to Catholic Teachers' Colleges in New South Wales, the ACT, Victoria and Queensland would not be extended to Western Australia. The Commonwealth Labor Government, under its Minister for Education, Mr John Dawkins, was focussed on re-shaping the public higher education system in Australia. This produced a so-called 'unified national system' comprising many amalgamated fully publicly funded universities including, eventually, under the leadership of Brother Ambrose Payne FSC, the Australian Catholic University, a multi-State melding of existing publicly funded Catholic Teachers Colleges. The Archbishop of Perth, William Foley, expressed the vain hope that the State Government would provide significant foundation capital support. He made it clear that the University, if it was to proceed, had to fund itself, mainly from private or voluntary sources. He said that the Archdiocese could not and would not provide on-going recurrent or capital funding for the project, although he did agree to make available limited short-term loan funds, in the form of an overdraft facility, jointly guaranteed by Mr Horgan and the Archdiocese, to meet the substantial immediate early administration and feasibility study costs, prior to the anticipated raising of funds from private benefactors. The NDUS leaders made it clear that, while they would provide comprehensive and on-going advice, secondment of key staff, and would participate in the governance structure, NDUS was neither able nor willing to provide direct financial support.

Site Acquisitions in Fremantle

To commence the project, Mr Horgan, using \$5 million in short-term funds borrowed in November, 1987 by him personally from the Sisters of St John of God (Mr Horgan was a member of the Sisters' Provincial Advisory Board), began acquiring properties in his own name in the West End of Fremantle with a view to on-selling (at cost) or leasing many of them to the University, as required, and as the University gained the necessary fiscal capacity. Mr Horgan later expanded his ability to purchase Fremantle property with a \$30 million loan to him from the R & I Bank for this purpose. The properties he purchased ranged from old hotels (including the very expensive Esplanade Hotel) to warehouses, parking lots and buildings with large open spaces. Although many of the old buildings were derelict or in poor repair, they held the promise of development as large-space educational facilities. Many were also relatively cheap to purchase, because there were few other obvious alternative uses for them in the then depressed post-America's Cup Fremantle real estate market.

The Act of Parliament

The University of Notre Dame Australia was established by an Act of the Parliament of Western Australia, on 21 December 1989. This Act received unanimous support from both sides and both Houses of Parliament. It was Australia's first Catholic university, and acknowledged as such. This legislation was fundamentally necessary for the establishment of the University. The Minister for Education, Dr Carmen Lawrence, explained to Parliament that a great deal of work remained to be done to turn the idea of a largely privately funded Catholic university into a practical reality. Her thoughts were echoed by other speakers, although there was a generally enthusiastic response to the proposal from across the political spectrum. Significantly, the legislation specifically ruled out the new University being any kind of immediate or on-going financial responsibility of the State Government.

The financial and fund-raising challenges were the first concern of the new Board of Governors, set up under the University of Notre Dame Act early in 1990. The first Chancellor was Mr Horgan, and the first Deputy Chancellor was Dr Tannock. The combined Trustees and the Board of Governors, established under this new Act, met for the first time, on 17 February, 1990. In attendance were Archbishop Foley, Denis Horgan, Peter Tannock, Michael Quinlan and Bill Hughes.

Early Crises: 1990/1991

The University of Notre Dame Australia faced two major crises in 1990/1991, either of which could have led to its immediate demise. The first was the collapse in early 1990 of Mr Horgan's personal financial base, the Barrack House Group of companies. Its insolvency led to the forced sale of all of Mr Horgan's mortgaged properties in Fremantle. The Barrack House insolvency caused substantial financial losses to the Church. It also led to the cancellation of Mr Horgan's personal guarantee of the University's overdraft facility, and the consequential direct assumption by the Archdiocese of Perth of the debt related to the administrative, staffing and other costs (about \$3 million) the University had run up during the previous three or four years of planning and development activity.

The second crisis faced by the University was the sudden and unexpected death of the Archbishop of Perth, William Foley, on 10 February, 1991, aged 59 years. Archbishop Foley had been an inspirational and unstinting supporter of the concept of The University of Notre Dame Australia from the beginning. He was deeply committed to it, and greatly taken by the NDUS model, following his visit with Mr Horgan, Dr Tannock and Dr Quinlan to the NDUS Indiana Campus in October 1988. His death removed a critical force in the creation of the new University at a time when he was most needed. Fortunately for the survival of UNDA, his temporary successor, the Administrator of the Archdiocese of Perth, the redoubtable Irish-born Auxiliary Bishop Robert Healy, who understood fully the intentions of Archbishop Foley, was also an enthusiast for the idea of this new Catholic university. So too was the new Archbishop of Perth, Archbishop Barry Hickey, who was installed on 27 August, 1991. Crucially, he confirmed his support for the continuation of the development of UNDA.

Days of Doubt and Resolve: The Inauguration of The University of Notre Dame Australia

Following these two crises, the leaders of the Archdiocese of Perth and the Catholic Education Commission, and the newly appointed Board of Governors of the University, thought long and hard about whether or not to continue with the project. On the one hand the Church and some of its institutions had been financially compromised and hurt by the collapse of Barrack House. Public and political controversy had ensued, relating to both the Church's financial losses and exposure, and the circumstances surrounding the State Government's potential and actual commitments for land endowment and initial financial support for UNDA. On the other hand, the Board, led by its newly appointed Chancellor, Mr Terry O'Connor QC (a leading Perth barrister and staunch public advocate for UNDA, who had replaced Mr Horgan as Chancellor early in 1990) knew the need was there, that the idea of UNDA was a good one, that the NDUS leaders remained supportive and committed, as did the Archdiocese of Perth and the Catholic Education Commission of WA, and that a large amount of drive and resources had already been expended. And the founding Act of Parliament was in place! It was concluded that all that effort should not be wasted, if at all possible.

The Archdiocese of Perth and the Catholic Education Commission decided therefore to proceed with and fund the start-up of the project, notwithstanding the risks and burdens, and the already unexpected financial outlays by the Church and some of its key institutions. Staff had already been seconded to the Fremantle site from the Catholic Education Office of Western Australia, notably Mr Des O'Sullivan (as Registrar and principal administrator) and Ms Margaret Haydon (as Director of Development). These two senior Catholic Education officers provided outstanding leadership in the management and fund raising operations of the new Campus. NDUS (through its President, Father Malloy) put forward for appointment as the first Vice Chancellor of UNDA, Professor David Link. He was a distinguished and senior academic at NDUS – a long-time Dean of Law. He was a publicly credible and capable advocate for the idea of a private Catholic university in Australia, especially one based upon the NDUS model. He agreed to accept the position on a full-time secondment from NDUS for about 18 months, with NDUS meeting his salary and related costs. He moved to Fremantle in mid 1991.

On 2 July, 1991, the formal inauguration of The University of Notre Dame Australia took place. It was an historic day. Two ceremonies were held: a morning Mass was held at St Patrick's Church, Fremantle. The Mass was led by Bishop Healy, who signed and issued the Canonical Statute. The Trustees who signed the related Canonical Pledge were: Terry O'Connor (Chancellor), Peter Tannock (Deputy Chancellor), Father Michael Keating (Appointed Trustee), E William Beauchamp CSC (Executive Vice President of NDUS), William Hughes, Edward Malloy CSC (President of NDUS), Timothy O'Meara (Provost of NDUS), and Michael Quinlan. This ceremony formally established UNDA as a Catholic university with a Statute which gave it the imprimatur of the Church to use the title 'Catholic' and to teach theology. In the evening a major ceremony took place at the Perth Concert Hall, attended by the Archbishop of Sydney, Cardinal Clancy, Bishop Healy, the Governor of Western Australia, Sir Francis Burt (a strong and influential public supporter of UNDA), the NDUS leaders led by Father Malloy, and a large number of distinguished citizens from the Board of Governors, the Church, Catholic Education, Catholic Health Care, political leaders from all parties, Chancellors of the other Western Australian universities,

representatives of the professions, and of the business community. It was a moving and memorable ceremony, the highlight of which was an inspirational address by Father Malloy. During his address, he spoke about the distinctive characteristics of Catholic higher education. He said:

“It is the kind of education that takes seriously the needs of the whole person. Everything that is part of human experience is relevant.

We, all of us in Catholic education, want to prepare students who are articulate, who can examine a problem and develop hypotheses and possible lines of solution; who can recognise that much of what we face is simply contemporary existence in its complexity. We want to be enclaves of systematic reflection where the most basic values of human existence are important and where we can be agents of care and compassion and concern. We want to be universities where the life of the Spirit and a reflection about the meaning of human existence before God can take place in an open forum.

A Catholic university is a place where the next generation should learn how to pray, how to think, how to ponder and wonder at the beauty of creation around us; where they can recognise the power of the spoken word, of music and song and to enliven and to probe the inner mysteries of existence.

A Catholic university is a beautiful creation of the human spirit.”

After the inauguration celebrations, it was back to work. It was planned to admit the first students to class in February 1992. Additional overdraft funds for start up operations were made available to the University through the Archdiocese of Perth. Some of the mortgaged land and buildings acquired by Mr Horgan were purchased from Mr Horgan’s creditors, including the Sisters of St John of God, by the University, in Mouat Street, Fremantle, and adjacent streets. These fourteen properties (now known as ND1-4, 7-11, and 13-17), became the central physical base of the University. Loan funds (about \$5 million) to enable these important property purchases came from the Archdiocese of Perth. These capital loans were authorised by Bishop Healy, as Administrator of the Archdiocese of Perth, in furtherance of the intentions of Archbishop Foley which had been made clear prior to his death. The Sisters of St John of God retained some of the mortgaged properties (ND6, 18 and 21) which the University could not afford to purchase at the time, and later transferred them, as foundation gifts, to UNDA. Staff were engaged, and work began on the development and refurbishment of the University’s first major building (a former wool warehouse in Mouat Street, designated as ND1 which subsequently became known as Foley Hall), and an adjacent courtyard (ND2 subsequently named Malloy Courtyard). This first building project (overseen by the architecture firm Oldham Boas Ednie Brown) was financed with a further loan of over \$2 million from the Catholic Education Commission because it was to house the University’s first College, the College of Education, dedicated to the long-term service of the Catholic school system in Western Australia. It was opened in a formal ceremony in the ND2 Courtyard by Sir Francis Burt in February, 1992.

A highly successful major fundraising program was undertaken, focusing on the Catholic parishes, religious orders, lay members of the Western Australian Catholic community, business leaders, and various private benefactors who believed in the potential of UNDA and recognised its need for urgent financial support. The main thrust of this early fundraising was the endowment of as many academic scholarships as possible, to facilitate enrolment by fee-paying students in the various degree courses which were to be offered.

The National Australia Bank, under the State leadership of Mr Kevin Jarry, agreed to provide overdraft facilities to support the recurrent operations of the new University. This support was crucial to the early survival and development of UNDA.

1992-2001: The Opening and Establishment of the University in Fremantle

In February 1992 the University enrolled its first students, about 50 of them, all postgraduate, in its newly opened College of Education building (ND1). The majority of these foundation-year students were full-time one-year Diploma in Education candidates. Their coordinator and mentor was Brother Pat Carey cfc. Other students enrolled in the new Master of Educational Leadership course. Many of the latter students were senior staff from metropolitan Catholic schools. This UNDA College of Education was led by its experienced new Dean, Professor Tony Ryan, who was seconded for two years from his position as Dean of Education at Curtin University to initiate teacher education at Notre Dame. Professor Ryan, and early staff including David Carter, Kevin Casey, Kevin Barry, Brother Jack Dwyer FMS, Sister Leonie O'Brien RSM, Sister Eileen Lenihan RSJ, and Brother John Carrigg cfc, made major contributions to the early development of Notre Dame in this vital first academic venture in Education by the new University.

In August 1992 NDUS sent its first group of twenty-five Study Abroad students who spent one semester in Fremantle, housed on Campus in the newly 'renovated' Port Lodge on the Esplanade which was leased by the University. (The Port Lodge, in an earlier life, had been a residential hall for visiting seamen.) The arrival of this first cohort of NDUS students was a significant demonstration of tangible support by Father Malloy for UNDA. Indeed, the advent of these NDUS Study Abroad undergraduate students was a great morale booster for the young UNDA and gave life to its tiny Fremantle Campus. NDUS agreed to send, each semester, a cohort of twenty-five Arts and Letters or Business undergraduate students, together with a senior faculty member who would oversee the NDUS students and contribute to the teaching program of the University. The Port Lodge Rector was an important part of this founding spirit. Early Rectors who made a big contribution included Brother Bill Greening cfc, Alan O'Neill, Sean Lennon and his sister, Molly Lennon, and Patricia Rangel. These NDUS 'pioneers' became an integral part of early UNDA Campus academic life and social activity.

In early December 1992, at the request of Archbishop Hickey and the Board of Governors, Dr Peter Tannock accepted appointment as the University's second Vice Chancellor. He took over from Professor Link, who returned that month to NDUS following the University's first very modest graduation ceremony in the Fremantle Town Hall. Dr Tannock commenced duties immediately, having resigned as the first Deputy Chancellor of the University, Chairman of the Catholic Education Commission and Director of Catholic Education in Western Australia, to take up the position.

It was, to say the least, a precarious and tenuous time for the new University. The next ten years, the key establishment period, became an immense struggle for UNDA to define itself as an institution; to settle upon a curriculum and academic structure; to recruit key foundation academic and general staff; to gain support and endorsement from the Western Australian community; to survive financially; to gain recognition and support from State and Commonwealth governments; to grow academically, physically and culturally; to achieve accreditation for its various professional degrees; to achieve peer recognition from other universities; to achieve balance and internal harmony; and to set in place a leadership and management structure which would support it for the long term.

There were many challenges to be faced and tasks to be accomplished in this crucial establishment decade. These included:

- The introduction of undergraduate degree courses on the Fremantle Campus in 1994. This was, in many ways, the 'great leap forward' for UNDA. This involved the University moving on from its initial specialisation in a few small postgraduate Education courses, and engaging with mainstream, comprehensive higher education in Western Australia, thereby seeking to compete with all other universities in the local, predominantly full-time school-leaver undergraduate market. It was a far cry from the original proposed UNDA enrolment model which had envisaged one third of undergraduates coming from WA, one third from Eastern Australia, and one third from overseas! A unique feature of this early undergraduate program was a vain attempt to offer a mandatory broad-based liberal arts curriculum. It was hastily re-designed when it became clear that the overwhelming preference of potential students was the traditional professionally oriented undergraduate courses. The opening of undergraduate classes in 1994, with over 350 fee paying local foundation students was a landmark occasion, on the basis of which, the senior administration and the Board set the target of reaching a Fremantle Campus enrolment of 2,000 by 2000 AD!
- The establishment of various foundation Colleges and Schools: Arts and Sciences, Business, Education, Law, Health, Nursing, and Philosophy and Theology. These were big leadership, course design, curriculum, accreditation, staffing, and physical resources challenges, which, with much effort, were met by the young University.
- The gaining of access to public funding from Commonwealth and State Governments.

Even as early as 1993, it was obvious to the executive leadership of the University that the original proposed funding model, under which UNDA was to rely heavily on tuition fees from local students, and private fundraising for the bulk of its recurrent and capital financing, would be extremely difficult to realise. There were simply not enough donated funds, particularly in support of tuition scholarships, to sustain a substantial enrolment base. UNDA'S lack of start-up capital, its already significant debt level, and the now understood reality that most of its primary target student body – undergraduate Western Australians – would not contemplate substantial private tuition fees, made it imperative that Notre Dame persuade governments that its students were worthy of at least targeted public funding support. The incremental steps in achieving this outcome took nearly a decade to accomplish and involved an enormous amount of sheer, hard work by all involved. In essence, it required the securing of bi-partisan political support for UNDA and its aspirations, and the development of new public funding mechanisms from Commonwealth and State Governments to support, for the first time in Australian history, a private university.

- The development of the NDUS relationship at governance and academic levels. Leading contributors from NDUS included the Holy Cross priests Father Malloy CSC, Father Beauchamp CSC, Father Poorman CSC, Father Miscamble CSC, Father Scully CSC, and among the senior NDUS lay people the Provost, Professor Tim O'Meara, the Dean of Law, Professor David Link, and the Dean of Business, Professor Carolyn Woo; the NDUS Study Abroad program was a key to access to NDUS, its ideas, its curriculum, its staff, its 'reputation', and its spirit. The relationship between NDUS and UNDA was bolstered by numerous visits between the institutions by leaders and staff members.

- The physical development and diversification of the Fremantle Campus. The form and style of the Campus in its historic refurbished buildings was a product of four main contributors: the University's newly appointed architect, the gifted Marcus Collins, its interior decorator, Angela Chaney, its outstanding builder, Bill Fairweather, and its full-time Campus and Project Manager, Terry Craig. They produced a beautiful, consistent and lasting approach to the upgrading, conversion and refurbishment of the old buildings acquired by the University in the West End of the city.

Special features of this Campus were the beautiful Madonna Statue, sculptured by Peter Schipperheyn and donated by NDUS as the signature symbol of the University; the beautiful Aboriginal art collection displayed on both the Broome and Fremantle Campuses, acquired from the Kimberley region principally through the work of Sister Pat Rhatigan SSJG and Ms Esther Bevan, with generous acquisition funding from the Kailis family; the superb bronze Stations of the Cross, created by Peter Schipperheyn, which were placed in the University's main courtyards and Chapel. These Stations were generously donated by Diane Wansbrough; and later the beautiful stained glass windows in the Chapel designed by Ted Gowers, with advice from Father Peter Kenny SJ, and Father Tim Quinlan SJ, and donated to the University by John Honner.

- The development of the University Library – St Teresa's Library – which became the centre of undergraduate academic life and endeavour. This library was developed from a raw corrugated iron-enclosed warehouse in the Bateman's complex. It was given beauty and substance by the architect, Marcus Collins, such that it became a show-piece for the University. (It was formally awarded the highest honours for architecture in Western Australia!) The foundation leaders of this library were Sister Carolyn McSwiney IBVM, Bruce Bott, Alison Kershaw, Bob Hoffman, and later, Stephen McVey. Archbishop Hickey made a special one-off cash donation of \$250,000 from the Archdiocese to construct the initial phase of this Library. A major collection was purchased (for US\$1 million) from the long established and recently closed St Teresa's College in Minnesota in the US. The identification of this 170,000 volume collection and the recommendation to purchase it came from the NDUS Librarian. The Italian community in Perth undertook to raise funds to help meet the acquisition cost.
- The signing of a 'town and gown concordat', or Memorandum of Understanding, in 2002 with the City of Fremantle defining the University's role and presence, its geographic 'zone' in the 'West End', and finally resolving many of the often difficult and tense early relationships with the Council and its officers.
- The establishment of a School of Philosophy and Theology, and specialist philosophy and theology courses, under the leadership of the Foundation Dean, Professor Michael Jackson, and then Father Brian Boyle MSC, and Father Peter Black, together with such contributors as Sister Jan Gray RSM, Father Kevin Long, Father Michael Moore SM, Father Russell Hardiman, Father Peter Kenny SJ, Father Paddy Meagher SJ, and Mr Ian Thompson. It was the availability of these specialist philosophy and theology teachers and courses which subsequently underpinned the important decision of Archbishop Hickey to found two new Catholic Seminaries in Perth for the training of priests (the re-opened St Charles' Diocesan Seminary in Guildford and Redemptoris Mater Seminary at Morley); these two very successful new Seminaries were of vital importance to the future of the Church in WA and beyond. They became the principal source of new clergy for the Church in Western Australia.

- The development of the University's undergraduate Core Curriculum (compulsory units in Theology, Ethics and Philosophy for all undergraduate courses) as a central element in its pursuit of the goal of providing a university education within a context of Catholic faith and values. Key leaders in the development of this vital Core Curriculum were Father Kevin Long and Father Peter Black. This compulsory Core Curriculum was a critical point of differentiation for the UNDA undergraduate degrees, and a major element of the liberal education base of the Notre Dame academic experience.
- The establishment and development of major programs directly related to the pastoral care goals of the University. Pastoral care was, from the beginning, a hallmark of the UNDA experience for students – in the classroom, in tutorials, and on Campus. It was pursued through the Student Life Office, in Campus Ministry, and the provision of service learning opportunities for students. Many dedicated staff contributed to this milieu, including Sister Pauline O'Connor SSJG, and Brother Peter Harney cfc in Service Learning programs; Amanda Wheeler, Mark Hales, Tracey Bahen and, later, David McLean and Rommie Masarei, in many vital Student Life programs; and the Oblate Fathers from the Fremantle Parish, who provided the University with on-going chaplaincy services. The focal point of Campus liturgies and prayer life was the Holy Spirit Chapel, whose beautiful physical development (from a derelict corner shop) was donated to UNDA by Father Tom Phelan and the very generous Holy Spirit Parish of City Beach. A feature of the new Chapel was a large, rough-hewn wooden cross which became an important symbol of the University, especially in its graduation ceremonies, when each graduate was presented with a simple jarrah wooden cross as a memoriam of their time at Notre Dame.
- The establishment and development of the University's information technology systems and services. This was a challenging, expensive, often frustrating and technically very difficult task. The relative inexperience of staff, the difficult physical distribution of the University, and the embryonic nature of the IT 'industry' itself (this was the beginning of the internet age and wireless communication technology) at the time were major hurdles to face and overcome.
- The establishment of a unique, high quality Catholic Law School under the leadership of the Foundation Dean, Professor Greg Craven, together with such major contributors as Mary McComish, Celia Hammond, Geraldine Byrne, and Justice Neville Owen, a leading Supreme Court judge and Governor (and later Chancellor) of the University. This 'benchmark' Law School, which was strongly supported by the legal profession (led by the Chief Justice, the Hon David Malcolm), was very influential in confirming the growing community reputation of the University for academic and professional training excellence.
- The gaining of accreditation for particular professional degrees from official external accreditation bodies in such areas as law, teaching, nursing and accounting. The University also passed 'with flying colours' its first major comprehensive quality audit from the Commonwealth Government's official body, the Australian Universities Quality Agency (AUQA).
- The introduction of a unique individual contract employment system for academic and general staff, with the agreement of the National Tertiary Education Union and the endorsement of the Australian Industrial Relations Commission.

- The acceptance (sponsored by Father Malloy from the NDUS) into membership and active participation in the International Federation of Catholic Universities (IFCU) and the Association of East and South East Asian Catholic Colleges and Universities (ASEACCU). This led to the subsequent highly successful hosting of both these large international bodies at major conferences on the Fremantle Campus. This brought to UNDA in Fremantle hundreds of leaders in Catholic universities and higher education institutions from throughout the world, and from the Holy See. These Conferences in 2000 and 2002, organised and overseen by Rommie Masarei, were held in the newly developed and refurbished Drill Hall in Mouat Street. Highlights of the IFCU conference in 2000 were the address by Mr David Kemp, the Commonwealth Minister for Education, and that of Archbishop Pittau SJ, the Secretary of the Congregation for Catholic Education at the Holy See. A highlight of the ASEACCU Conference in 2002 was an inspirational address by Carolyn Woo, the NDUS Dean of Business.

The development of these international relationships with key Catholic universities and organisations reflected a deliberate effort by the early leaders to tap into the ancient and universal traditions of Catholic higher education – a unique element of the UNDA story. The subsequent contacts these large international conferences generated, helped to develop and consolidate UNDA's standing and relationships in the international Catholic higher education community.

- The expansion of the UNDA incoming Study Abroad Program among a large number of Catholic colleges and universities in the US, especially the University of Portland, the College of St Benedict and St Johns, Minnesota, St Mary's College, Indiana, Boston College, Providence College, and Catholic University of America. This Study Abroad thrust was led by Peta Sanderson, a major contributor to the early development of UNDA. At the same time, an effort was made to enhance the original NDUS Study Abroad program, especially in the Business area. A feature of this was the engagement of NDUS Business students with Asian business through special visits to Asian countries. This was led by Professor John Wood, the foundation Dean of Business at UNDA, and strongly supported by Carolyn Woo, the outstanding Dean of Business at NDUS.
- The establishment by 2000 of the University's College of Health and its new School of Nursing within it, and the inclusion of its existing Counselling program, led by Martin Philpott. The Foundation Dean of Health was Professor Michael Quinlan, and the outstanding Foundation Head of Nursing was Professor Doreen McCarthy, formerly head of nursing at Royal Perth Hospital. This initiative, in the vital and long anticipated Health area, was critical to the future of UNDA. It opened up new horizons and the potential for substantial enrolment growth and impact in the WA community. The Notre Dame School of Nursing rapidly acquired a 'best practise' reputation, and led the crucial development and diversification of the University in the vital Health professions.
- The major expansion of the Fremantle Campus beyond the original properties purchased by the Founders. This involved negotiating the acquisition of a number of landmark buildings in the West End of Fremantle. The Drill Hall in Mouat Street, built by the Bruce-Page Federal Government in the 1920's as a Naval Cadet Training Centre (and named HMAS Cerberus V), became a major facility for the University for lectures, and for graduation ceremonies, social functions and public lectures and events. It also contained much-needed academic offices. It was purchased from the Commonwealth through the personal intervention of the then Labor Prime Minister, Mr Paul Keating, following his attendance as guest of honour and principal speaker at a UNDA graduation ceremony in March, 1994.

The development of the former J W Bateman buildings in Mouat Street was also a major challenge. Particularly important was the conversion of a large decrepit warehouse complex into a facility for a new Law School and a Law Library. As part of the development of its Law School, the University obtained as a gift from the State Government (arranged by the Minister for Education, Mr Colin Barnett) the former Fremantle Courthouse adjacent to the Drill Hall. It was restored and converted into a Moot Court!

The University also purchased a number of run-down but spacious and historic hotels in the area which were adapted for academic and residential use: His Majesty's Hotel (which became the School of Education), the Fremantle Hotel (the School of Business and general university facilities), and the Cleopatra Hotel (a hall of residence for students). It also leased the P and O Hotel as a student residence and teaching facility. It bought the Port Lodge, the Challenge Bank building, the United Steamship building (which became the School of Nursing) and a number of other properties which were rapidly developed and adapted for university purposes. These purchases were made possible by the access which the University gained to low-interest loans from the State Government and capital loans from the Archdiocesan Development Fund in Brisbane. The guiding financial hand for this capital development thrust was the astute and very experienced Finance Director, Peter Gravestock. Again, the combination of Marcus Collins (Architect), Bill Fairweather (Builder) and Terry Craig (Project Manager) saw the successful completion of this major physical expansion, notwithstanding the enormous pressures it created.

The Leaders in the Establishment Phase

The establishment phase of the University necessitated a big workload on a large number of staff recruited for this pioneering effort, aided by a determined and faithful body of external supporters. It required belief, passion, skill, flexibility, and dogged persistence. Three groups stand out:

- A core of outstanding academic and administrative staff who worked tirelessly and creatively to bring the new university into being. Important contributors included the foundation Provost, Sister Helen Lombard SGS, the early Deans (especially Peter Dallimore, Michael Jackson, John Wood, Tony Ryan, Greg Craven, Ann Zubrick, Don Watts, Jennifer Nicol, Helen Parker, and Simon Adams). Exceptional administrators included: Des O'Sullivan, Peter Dallimore, Mary Eileen Gaunt, Julia Preston, Pat Rhatigan, Peter Gravestock, Celia Hammond, Peter Glasson, Jennifer Nicol, Rommie Masarei, and Karen McLean.
- The leadership and enthusiastic participation in the dream of the University by a deeply committed and generous Board of Governors, led with dedication and distinction for fifteen years by Mr Terry O'Connor QC as Chancellor, supported for thirteen years by the outstanding Deputy Chancellor, Sister Sonia Wagner SGS.
- The Catholic Religious Orders and many of their key people. Orders who made special contributions of personnel and/or funds included Holy Cross, the Sisters of St John of God, the Christian Brothers, the Sisters of the Good Samaritan, the Sisters of St Joseph of the Sacred Heart, the Oblate Fathers, the Marist Brothers, the Loreto Sisters, the Jesuits, the Marist Fathers, the Sisters of St Joseph of the Apparition, the Sisters of Mercy, the Presentation Sisters, the Redemptorist Fathers, and the Missionaries of the Sacred Heart. In many ways, UNDA was fortunate to commence at a time when these Religious Orders were still strong and had excellent people available and willing to contribute their services.

The Opening of the Broome Campus, 1994

In 1993, the University decided to establish a special purpose Campus in Broome in the far north of Western Australia. The Broome Campus (or Kimberley Centre as it was first known) opened in 1994, and enrolled its first students in that year. The decision was taken at the request and urging of the Bishop of Broome, the long-serving John Jobst SAC. Bishop Jobst argued to Dr Tannock that the extensive Catholic mission in the Kimberley region, serving a large network of Catholic Aboriginal communities and parishes, and Catholic schools and health services, would benefit greatly from a Notre Dame presence in Broome. He offered the University the long-term peppercorn lease of a former Catholic girls' boarding school, Nulungu College, on a four-hectare site in the centre of town. Sister Pat Rhatigan SSJG, former Director of Catholic Education in the Diocese of Broome, was an enthusiastic supporter of the concept, and agreed to be the first Director of the Campus. She brought extraordinary leadership, organisation skills and drive to the project, and the influence and support of her remarkable Religious Order, the Sisters of St John of God. (This Order, under the leadership of its Provincial, Sister Verna Haugh SSJG, had been a strong early supporter, indeed a Founder of UNDA.) Pat Rhatigan saw Notre Dame's Broome Campus as a logical extension of the long-standing commitment of the Diocese and the Religious Orders to the use of formal education as the key to Aboriginal advancement and reconciliation in the region.

Although the University in Fremantle was very much in its infancy (and, in many ways, very unready for the financial and operational challenges of a distant new Campus), the decision to open in Broome was taken by the Board as a 'call to mission' in service of the Church and Aboriginal communities of the Kimberley region. The primary aim of this Campus, from the beginning, was to provide locally based Catholic tertiary education and to be an instrument for reconciliation between Aboriginal and non-Aboriginal Australians. It was to open up educational opportunities especially for Aboriginal people in their local environment.

The University began the challenging and expensive task of repairing and refurbishing the former boarding school, making facilities available for classrooms, IT services, computer laboratories, a library, staff offices, and residential accommodation for staff and students. It was a huge task which succeeded because of the commitment and drive of all involved, led by people such as Sister Pat Rhatigan SSJG, and Ms Bernadette McPherson, Sister Clare Ahern RSJ, Donella Brown, Esther Bevan, Father Kevin McKelson SAC, and Ms Sally Clark (Nursing) and Mr John Walsh (Finance Director). Significant contributions in the leadership of the Campus were made later by Jennifer Nicol, Gavin Greaves, Sr Pauline O'Connor SSJG, and Sr Sonia Wagner SGS. A beautiful and remarkable Campus emerged over the next decade, driven mainly by the architectural vision of Marcus Collins. Excellent courses and academic programs were developed in the Vocational Education and Training areas, and undergraduate degree courses in Nursing, Teaching and Business. The Broome Campus attracted Commonwealth funding for its University places following a very successful graduation visit from the Minister for Education, Dr David Kemp, in 1998. He saw at first-hand the worth of the Campus and its special mission. In due course it attracted other recurrent and capital funding from the Federal Government.

It received low interest loans from the State Government for student accommodation, notably a Student Village. And it was very successful in private fund raising, including generous donations from individual and corporate benefactors, notably the Sisters of St John of God, the Wesfarmers Company, the Argyle Diamond Company, Mr Bill Reed, Father John McGuire, and the Kailis, Chaney and Cullity families. It also received enthusiastic and on-going support from the Diocese of Broome, led by Bishop Christopher Saunders, who succeeded Bishop Jobst in 1996.

An early feature of the Broome Campus was the great contribution it made to the UNDA Study Abroad program for US Catholic universities. Programs were organised in Broome and in 'the bush' to give students an in-depth exposure to Aboriginal culture and history, and the beauty and extreme remoteness of the Australian outback. Sister Pat Rhatigan and Esther Bevan's family (especially Tom Wigan) were especially significant in arranging these important programs.

In many ways, the Broome Campus was a crucial catalyst for the development of the entire University. It helped to define its mission and purpose, and its special character. It was also very influential in developing the favourable funding policies of Commonwealth and State Governments towards the University as a whole.

Financial Milestones

Of critical importance during this initial establishment phase of UNDA was the achievement, in 2000, of the University's first modest budget surplus. After nearly a decade of deficit funding, and being 'carried' by the Church and by the National Australia Bank, UNDA was finally operating (modestly) 'in the black'! There were many factors that contributed to this achievement. They included:

- The growth in the University's public profile and the recognition of its legitimacy by the WA community; this engendered support from private benefactors, from the Church and its agencies, and from governments.
- Sharp enrolment growth and the consequent increase in recurrent income from tuition fees; this enrolment growth reflected the gaining by UNDA of independent acknowledgement of the worth of its courses and degrees among school leavers from WA Catholic, Independent and Government secondary schools. Perhaps the most compelling factor in the growth in demand for entry to UNDA was the special focus the University gave to teaching, pastoral care, and intensive and long term practical training in the professions by staff with outstanding professional experience. This surge in enrolments was also due to much improved marketing of Notre Dame and its courses, especially under the dynamic leadership of Rommie Masarei and Liz Beal. It also reflected an active international student recruitment policy, in conjunction with the Phoenix English Language Academy, led by Robynne Walsh, who contracted with UNDA to bring international students to the Fremantle Campus.
- The very generous 'write off' of many of the University's large original recurrent and capital debts by the Archdiocese of Perth, the Catholic Education Commission of WA and the Sisters of St John of God. These critical financial decisions, by these three 'founding' institutions, helped to give the financially struggling UNDA a much-needed 'capital base' and immediate relief from much of its hard-core and growing foundation debts.
- The decision of the Western Australian Coalition Government led by the Premier, Richard Court, and supported by all the Labor Opposition (with consequential amendments in 1996 to UNDA's Act of Parliament), to give the University access to State low interest loans for approved capital works. This important initiative, introduced to Parliament by the Minister for Education, Mr Colin Barnett, on 9 May, 1996, was a major step forward in the capital development and expansion of UNDA's Fremantle Campus. (In a sense, the measure was put forward as a replacement for the previous State Government's unfulfilled commitment to UNDA of a land endowment grant.)

- The decision of the Commonwealth Government in 1998, to give Notre Dame access to Commonwealth Higher Education operating grants on the same general legislative basis as other Australian universities. This took the form, in the first instance, of Commonwealth-funded places and capital grants for the Broome Campus. This access was then extended to Education and Information Technology on the Fremantle Campus, and subsequently to other courses, especially in the Health disciplines. It also led to Notre Dame students being given access to the Commonwealth's Post Graduate Education Loans Scheme, enabling them to borrow on very favourable terms from the government to pay their tuition costs.

The policy architect of the new Commonwealth funding arrangements for Notre Dame in 1998 was the Minister for Education in the Howard Government, Dr David Kemp. His senior advisor was a very supportive Mr Michael Gallagher. Dr Kemp was very committed personally to UNDA, and believed strongly in choice and diversity in higher education in Australia, including the encouragement of a private sector. Dr Kemp's support for Notre Dame was focussed initially on the Broome Campus, although Notre Dame had requested that, in due course, it be extended to teacher education on the Fremantle Campus.

The Government's support was matched by the Leader of the Opposition, Mr Kim Beazley. He was a strong and loyal supporter of UNDA, who maintained a deep commitment to the University in both Government and Opposition. He wrote to Dr Kemp on 30 June, 1998 assuring him that the Opposition would support an amendment to the Act to enable Notre Dame to be eligible for Commonwealth recurrent funding, particularly related to teacher education generally, and for the Broome Campus, with its focus on Aboriginal students. Mr Beazley wrote that such Commonwealth funding would acknowledge the important role Notre Dame played in training teachers for the Catholic school system in WA, and its special commitment to the Kimberley region and to Indigenous education. He pointed out that Indigenous education and teacher training were key Commonwealth responsibilities.

With Mr Beazley's written assurance in place (needed because the Government lacked a majority in the Senate and the amendment was strongly opposed by the Australian Democrats who held the balance of power), Dr Kemp successfully introduced the relevant amendment to the Higher Education Funding Act on 11 November, 1998 which gave UNDA access to Commonwealth operating grants.

- The willingness of the senior University administration, supported by the Board of Governors, to make painful but necessary decisions about the early rationalisation and wind up of unsuccessful courses. It was vital, that in these early and financially difficult times, UNDA be flexible and creative in adjusting to the realities of the academic marketplace!
- Donations from many early benefactors drawn from across the Western Australian community. These included hundreds of small and medium donors, and some very large individual and corporate donations. Large Foundation gifts came from Bernie and Mary Prindiville and their family (who made three separate \$1 million donations to Notre Dame's endowment fund). Major donors included the Sisters of St John of God, the Christian Brothers, Bevis Smith, Michael Wright, the Galvin family, Frank Waldron and the Knights of the Southern Cross, the City Beach Parish, the Bateman Parish, the Oblate Fathers and St Patrick's Parish, Fremantle, Holy Rosary Parish, Nedlands, the Willetton/Brentwood Parish, the Sacred Heart Parish, Highgate, St Benedict's Parish, Applecross, Star of the Sea Parish, Cottesloe, Floreat/Wembley Parish, St Thomas Parish, Claremont, Assumption Parish, Dianella, Santa Maria College, Chisholm Catholic College, John XXIII College, and Mercedes College. Other major

personal benefactors included Bridget Faye, Victor Paino, Dianne Woods, Terry Jackson, John and Helen Court, Ron and Bridget Woss, Ron Manners, Gina Rinehart, Michael and Rose Chaney, Denis and Ann Cullity, Bill and Jenny Fairweather, Michael and Patricia Kailis, Terry and Annabel O'Connor, Michael and Rhonda Perrott, Peter and Debra Prendiville, Dianne Wansbrough, Bishop Robert Healy, Monsignor Michael Keating, and John O'Halloran. Major corporate donors included the Wesfarmers Company, and the National Australia Bank.

- Much improved financial management, especially under the oversight of UNDA's outstanding and very experienced senior Finance Director, Peter Gravestock, and its leading business academic, Peter Dallimore.
- Highly efficient use of the University's physical resources and facilities, especially under the leadership of Campus Manager, Terry Craig. To accommodate growth and diversity, it was absolutely essential that every facility be used to the maximum extent possible, within the context of the University's aim to retain a small class model and individual attention to students.
- The gaining of on-going access to loan funds from Church sources, particularly from the Archdiocesan Development Fund in Brisbane. This ADF, led by its outstanding Director, Mr Greg Norris, enabled the University to free itself from dependency on more expensive (and sometimes uncertain) bank loans, especially for land acquisitions and building construction.

2002-2008: Notre Dame Evolves into a National University

During this period, UNDA became a national Catholic University. The goals, strategic plans, the structure and academic profile of Notre Dame as a whole were further developed and refined to adapt to this new status and responsibilities.

The University expanded rapidly in enrolments, and became a major physical presence in Fremantle in a manner that gained public endorsement for the positive impact on Fremantle, the quality and uniqueness of its historic buildings, and their sensitive restoration, decoration and adaptation to University uses. It undertook, for the first time, the construction of two major new buildings (on its carparks!) to house some of its expanding specialist functions, particularly in the Health and Education areas (these new buildings were designated ND4 and ND46). Capital grants towards these new buildings were made available by the Commonwealth Government, with accompanying low interest loans from the State Government. The Fremantle City Council, for so long reluctant about the UNDA presence, became a strong supporter as evidence emerged of its contribution to all aspects of life in the Fremantle community. The University expanded its on-Campus capacity in Fremantle to enable it to enrol over 6,000 students.

There were two initiatives in this period which stood out as 'breakthroughs' for Notre Dame and heralded new paths for its future: the decision to make health education a priority and, therefore, to establish a Medical School and Schools of Health Sciences, Nursing and Physiotherapy in Fremantle; and the decision to establish a new, fully-fledged Campus in Sydney, with a second Medical School as its major thrust. These two developments propelled UNDA into becoming a national University.

A New Medical School and a New School of Health Sciences in Fremantle

In 2004 the University, having received approval from the Commonwealth Government and with strong endorsement from the Western Australian State Government, achieved accreditation from the Australian Medical Council (led by its accreditation Chair, Professor Michael Field) enabling it to open a graduate entry Medical School on the Fremantle Campus in 2005. This was to be the second Medical School in Western Australia and the first in Australia at a private university. It was strongly supported by such outstanding WA medical profession leaders as Dr Michael Quinlan and Professor Con Michael, and through the leadership of the WA branch of the Australian Medical Association, led by its Chair, Dr Bernard Pearn-Rowe and its dynamic Executive Director, Mr Paul Boyatsis.

The approval to proceed with this ambitious Medical School owed much to the personal support of the Prime Minister, John Howard and his Government. The Howard Government supported the initiative with Commonwealth funded Medical places and a capital grant for facilities. The State Labor Government, with the direct involvement and approval of the Premier, Dr Geoff Gallop, provided a \$3 million low interest capital loan to help develop the beautiful and historic building (owned by the City of Fremantle and leased to Notre Dame for the long-term) designated to house the Medical School, in Henry Street, Fremantle. Curtin University, under the leadership of Vice Chancellor Professor Lance Twomey, was especially helpful, providing (under contract) pre-clinical biomedical science courses for UNDA's Medical students. The Curtin role was an essential element of the Medical School accreditation. UNDA was also fortunate to gain the support of the University of Queensland's Medical School. Under its leaders Professor Peter Brooks and Professor Ken Donald, that Medical School agreed to provide (at cost) the UQ Graduate Medical Curriculum, which was adapted to UNDA purposes, and was a very important element in securing AMC accreditation.

A vigorous fundraising campaign to support the new Medical School was undertaken under the leadership of Michael Chaney (a generous personal benefactor of UNDA). A highlight of this was the provision three separate \$1 million donations for Chairs of Medicine and a Medical Library made by Bevis Smith, the Wesfarmers Company, and the Galvin family.

The new Fremantle based Medical School was formally opened by the Commonwealth Minister for Health, Mr Tony Abbott, on 2 September, 2005. It was an exciting occasion. All present knew this was a very important milestone in the history of UNDA. The first Medicine intake – over 80 graduate entry candidates – began their course in January 2005. This new Medical School, under its Foundation Dean, Adrian Bower, and his deputy, Jenny McConnell, rapidly gained a reputation for the quality of its staff and curriculum, its clinical training experiences, and the excellence of its students and its graduates. It developed a close working relationship with a network of Catholic, private and public hospitals, and participated in a Rural Clinical School in rural WA, jointly established and operated with the University of Western Australia's Medical School.

A parallel initiative of great significance for the University was the decision to expand Health Sciences on the Fremantle Campus with courses (and later the establishment of separate Schools) in Physiotherapy (under the leadership of Brian Edwards) and Health and Physical Education (under the leadership of Helen Parker), with an accompanying major extension of research activity. Again, the University successfully faced rigorous accreditation processes which were pre-conditions for the establishment of these specialist health courses. These courses, too, were increasingly supported by Commonwealth-funded places, and strongly endorsed by the State Government and the various health professions involved. The Commonwealth also provided capital grants and the State Government low interest loans to enable the construction of major new facilities to house Health Sciences.

Outstanding leaders from the health professions and academic staff members who drove and put into effect these very important and highly successful degree course developments in Fremantle in Medicine and Health Sciences included the experienced medical educator and specialist, Mark McKenna (in many ways the intellectual driving force of the establishment of Medicine at Notre Dame in both Fremantle and Sydney), Michael Quinlan, Michael McCall, Con Michael, Adrian Bower, and Jenny McConnell (Medicine), the remarkable Doreen McCarthy, and Selma Allix (Nursing); John Bloomfield, Helen Parker, John Graham and Alan Morton, and later Beth Hands (Health and Physical Education and Health Sciences); and Brian Edwards, Elizabeth Henley and Peter Hamer (Physiotherapy).

The Foundation and Development of the Sydney Campus

The second major development for UNDA in this period was the result of an invitation to Notre Dame in 2003 from His Eminence, George Cardinal Pell, Archbishop of Sydney, to open a Campus in Sydney, NSW. This invitation had evolved from an initial request by Dr Tannock for Cardinal Pell to support the establishment of a UNDA Study Centre in Sydney! After intensive discussions with Church and government officials, the UNDA Board endorsed the proposal to open a Campus on the site of the historic St Benedict's Church and School in Broadway, Sydney in 2006, to be followed by Medical and Nursing Schools on the Sacred Heart Darlinghurst parish site (adjacent to St Vincent's Hospital) in 2008. A formal agreement was signed between the Archdiocese of Sydney and the University which included provision of long-term 'peppercorn' leases of the very valuable and strategically located Broadway and Darlinghurst parish sites.

Cardinal Pell invited Notre Dame to Sydney because he wished to diversify and expand Catholic higher education in his diocese (and to foster healthy competition with ACU!) and because he wanted to see a Catholic Medical School and a Catholic Law School established there. He also wanted to see the revival and maximum effective use of the very important but badly degraded parish facilities at Broadway and Darlinghurst. The Cardinal was deeply committed to the idea of a substantial Catholic university education sector and saw it as crucial to the future of the Church in Australia. He was a visionary leader of the Church in this area. UNDA accepted the invitation because it perceived it as a 'call to mission' and because it believed that a Sydney Campus would take it to a new level of national significance, adding great value to the education and qualifications it offered. It also envisaged transfer opportunities between campuses for its students and staff. This move to Sydney was strongly supported by Father Malloy and the NDUS leaders, and by the Archbishop of Perth, Barry Hickey, although they recognised, as did the UNDA Board, that the early years, at least, would be a major financial, physical, governance and management challenge (the term 'stretch' was much used at UNDA Board meetings!).

This Sydney Campus proposal was underpinned by the announcement by the Prime Minister, Mr John Howard, on 1 August 2004, at the Broadway site, of formal Commonwealth approval for Notre Dame's Sydney Campus. The Prime Minister said his Government would support a new Sydney Medical School for Notre Dame, and provide capital funding for new facilities at Broadway and Darlinghurst, and Commonwealth-funded places in teaching, nursing and medicine. This Sydney Campus initiative was strongly endorsed by the Minister for Education, Dr Brendan Nelson. It also benefitted greatly from the counsel and support of Mr Howard's senior adviser, Mr Tony Nutt.

On 3 March, 2006 the formal opening of the UNDA Campus in Sydney took place. It was blessed by Cardinal Pell and opened by the Prime Minister, Mr John Howard. Father Malloy was, again, a principal speaker. It was a great day for UNDA, attended by a large group of distinguished guests from Church and State, from the professions and from all levels of Catholic education and the wider education community. There was much excitement and optimism about this new venture in Catholic higher education, and considerable astonishment at how rapidly it had progressed!

The University's Sydney Campus grew rapidly under the outstanding foundation leadership of its first Director, Mr Peter Glasson, who transferred from the Fremantle Campus to take up this role. From an initial enrolment of 450 students in 2006, it had grown to 1,700 students in 2008, mainly school-leaver undergraduates. Foundation Schools of Arts & Sciences, Business, Education, Law, Medicine, Nursing and Philosophy & Theology were established. Academic and administrative staff were recruited, led by Professors Hayden Ramsay (as Dean of Philosophy and Theology and then Senior Deputy Vice Chancellor), and Margot Kearns (as Dean of Nursing and then Pro-Vice Chancellor). Significant foundation support was provided by senior staff from the Fremantle Campus (eg: Celia Hammond: Vice Chancellery; Mary McComish: Law and George Kailis: Business) who moved temporarily to Sydney to oversee Campus development and to initiate these new Colleges and Schools. Other administrative and academic staff who made exceptional contributions to the early advancement of the Sydney Campus included Julian Smith, Helen Tsykalas, Sonja Holm, Gerry Turcotte, Alan Coman, and Gerard Ryan. An excellent start was made on a Campus Ministry and Student Life program, led initially by the remarkable and durable Father John Neill OP, a long-serving and major contributor to UNDA. He was appointed by Cardinal Pell to be the first UNDA parish priest of St Benedict's! Beautiful facilities on the historic Broadway and Darlinghurst sites were developed, under the expert design and supervision of the University's Fremantle architect, Marcus Collins, and on-site Manager, Terry Craig (relocated from Fremantle) who, as in Fremantle and Broome, strove for functionality, beauty and economy on each site. Every effort was made to ensure that the style, furnishings and colours of these Sydney buildings were consistent with those developed on the Fremantle Campus. The aim was to 'unify' physically this far-flung University! The University's skilful builders in Sydney were the Grollo's Equiset Company. Additional Campus sites adjacent to St Benedict's, Broadway, including the six storey Pioneer House building, were purchased, and a major capital development program was planned to take total Sydney enrolments to at least 6,000.

One of the biggest obstacles to the early development of UNDA in Sydney was the reluctance of some public authorities to approve the proposed building program. The State Government was supportive, and its existing legislation underpinned access by UNDA to the NSW higher education 'system'. However, the Sydney City Council and the NSW Planning Minister were another matter! It took a great deal of argument, amendments to plans and lobbying to finally get the relevant development approvals, especially for the spectacular new seven-storey building to house the new Medical and Nursing Schools in Darlinghurst.

Perhaps the main early driver of this rapid enrolment growth on the Broadway Campus was the special relationship swiftly developed by UNDA with the Sydney Catholic Education Office, led by Brother Kelvin Canavan FMS. The Sydney Catholic Education Office made a major capital gift to the University (to finance the purchase of an important property adjacent to the St Benedict's site which became the Broadway Campus library, later known as Canavan Hall). The Sydney Catholic Education Office worked very hard with the Dean of Education to ensure that UNDA, with its high quality and practically oriented courses (with extensive teaching practise in Catholic schools), became a first choice for many aspiring Catholic school teachers. The Sydney School of Education rapidly became the largest on the new Broadway Campus.

Although some of the funds for the initial Sydney Campus capital development came from grants from the Commonwealth Government, and the founding capital gifts (over \$10 million) from the Archdiocese of Sydney and the Sydney Catholic Education Office, much of the development and additional site acquisition capital was in the form of interest bearing loans to UNDA from the Sydney Archdiocesan Development Fund. Servicing these loans and reducing the consequent debt burden on the University as a whole would be a major fundraising challenge for the future.

The UNDA Sydney Medical School

The establishment by Notre Dame of a second Medical School in Darlinghurst, Sydney was a remarkable achievement. It received accreditation from the Australian Medical Council following another typically rigorous assessment process, led once again by the AMC Chair, Professor Michael Field and his panel. These assessments were very demanding on UNDA staff and resources but, at the same time, Professor Field and his team were a constant source of wise advice and direction. This new graduate entry Medical School had, by concept and design, a wide geographic reach (embracing much of Eastern Australia).

Under its Foundation Dean Julie Quinlivan and such senior colleagues as Professor Gavin Frost, the Sydney Medical School partnered with the University of Technology Sydney for the provision of a biomedical sciences curriculum. This partnership, initiated by the Vice Chancellor of UTS, Professor Ross Milbourne, was crucial to the accreditation of the new Medical school. The School admitted its first students – about 100 in number – in February 2008. It also established an important early and substantial relationship with the great St Vincent's Hospital in Darlinghurst, which was facilitated by the support and leadership of Mary Foley in her capacity as CEO of St Vincent's. An early feature of the Darlinghurst Medical School was the extraordinary demand for student medical places. The foundation student body was drawn from New South Wales, Victoria and Queensland. The beautiful new seven-storey Darlinghurst building, designed by Marcus Collins, and built by Equiset, set a benchmark for quality of facilities at Notre Dame in Sydney. It housed both the Medical and Nursing Schools. It was blessed by Cardinal Pell and officially opened by Father Malloy on 13 July, 2008.

A unique occasion for UNDA in Sydney was a visit by Pope Benedict XVI to the new Medical School. On 18 July, 2008 the Pope came to the Darlinghurst Campus, visiting the new Medical Library (named in his honour) and joining Cardinal Pell for a special ceremony in the Sacred Heart Church, an integral part of the Medical Campus.

A Revised Act of Parliament, 2005

This period, 2005-2008, also saw major changes to the governance structure at Notre Dame, reflecting substantial revisions to the University's Act of Parliament. These legislative changes were necessary to respond to enhanced Commonwealth Government accountability, governance and management requirements, and to enable UNDA to accommodate its new national structure and the many changes which had occurred to the role and nature of the University since the original Act of 1989. This revised Act, unanimously approved by both sides and both Houses of the WA Parliament on 30 June, 2005, gave the University a powerful legal base to plan for its future. The revised Act which redefined the University's Objects, and its structure, stated that the Objects of The University of Notre Dame Australia are:

The provision of university education within a context of Catholic faith and values; and

The provision of an excellent standard of:

- i) teaching, scholarship and research;
- ii) training for the professions; and
- iii) pastoral care for its students.

Much credit for the form and substance of this new Act rested with the University's Deputy Vice Chancellor and principal legal adviser, Celia Hammond, and the guiding influence behind its Law School, Mr Justice Neville Owen. The University now had separate but related Boards of Trustees, Directors and Governors, each chaired by the new Chancellor of the University, Justice Neville Owen, who assumed office from Mr Terry O'Connor in 2005. These legislative changes were accompanied by substantial changes to the University's Statutes and Regulations.

Development of UNDA's Relationship with the Commonwealth Government 2003-2008

This period saw a very significant development in Notre Dame's relationship with the Commonwealth Government. The Howard Government, on advice of the Minister for Education, Brendan Nelson, undertook a major restructure of higher education policies. Many of these changes were beneficial to UNDA. Dr Nelson was particularly supportive of the University's aims and aspirations. Under the new Higher Education legislation, he declared the academic areas of teaching, nursing and medicine at Notre Dame to be National Priorities, and as such, made them eligible for substantial additional federal funding. The Howard Government also gave Notre Dame students access to a new scheme known as Fee Help whereby fee paying undergraduate students at Notre Dame could finance their tuition costs with low interest 'income contingent' loans from the Commonwealth. (That is, low interest loans which were repayable through the tax system when the borrower's taxable income rose to an appropriate level.) Dr Nelson's strong support for UNDA, its role and aspirations was continued by his successor as Minister for Education, Julie Bishop, who visited both the Fremantle and Sydney Campuses, and expressed great enthusiasm for their role and contribution to Australian higher education.

When the Rudd Labor Government was elected to office in 2007 it maintained and, indeed, enhanced the support of its predecessor for Notre Dame. Following a pre-election visit to UNDA's Broadway Campus, Mr Rudd committed his soon to be elected Labor Government to a 'compact' with Notre Dame whereby the University would specialise and grow in the Health and Education fields. This initiative, designed and promoted by its Education spokesman, Mr Stephen Smith, a great supporter of Notre Dame, was of far-reaching significance for the University and its future. The result of this enhanced relationship with the Rudd Labor Government was reflected in substantial additional allocations to Notre Dame in the 2008/2009 Federal Budget of Commonwealth Supported Places and capital grants for related facilities serving the National Priority areas of teaching, nursing and medicine. Major Commonwealth-funded capital works were subsequently undertaken on the University's Fremantle, Sydney and Broome Campuses.

New Leadership and a New Era 2009-2014: Years of Enrolment Growth and the Development and Consolidation of Notre Dame's National Structure

On 4 August 2008, Professor Celia Hammond became the third Vice Chancellor of The University of Notre Dame Australia, replacing Dr Peter Tannock who retired after nearly sixteen years in the role. Professor Hammond had had a relatively long senior career at UNDA in the Law School, the Vice Chancellery, as a leader on the Sydney Campus, and as an excellent Deputy Vice Chancellor. She moved swiftly and easily into the new leadership role as Vice Chancellor. The next six years were a period of strong enrolment and institutional growth, new research thrusts, refinement and consolidation of many programs and policy initiatives already in train, and the definition and development of the new national structure of the University. Major milestones included:

- The significant expansion of UNDA's enrolment base to reach over 12,000 students (approximately 7,500 in Western Australia, 4,500 in NSW) by 2014, with the most marked growth in Sydney. The latter was accompanied by a very substantial capital works program for the Broadway Campus, with associated additional site acquisitions.
- Additional Commonwealth Supported Places (CSPs) were allocated by the Federal Government and made available for all courses at UNDA. By 2014 this meant that about 60% of undergraduate places in all disciplines (for the first time), were supported by Federal Government CSPs. The remaining students were full fee-paying, with domestic undergraduate and postgraduate students being supported by the low interest tuition fee loans from the Commonwealth. These developments were part of the Gillard Labor Government's 'Demand-driven university undergraduate enrolment policy'. The Minister for Education in the Gillard Government, Senator Chris Evans, following detailed discussions with the Vice Chancellor, Professor Hammond, and Dr Tannock, was particularly helpful in instituting these new CSP policies in support of UNDA.

The election of the Abbott Coalition Government in 2013 and the subsequent announcement by its Education Minister, Christopher Pyne of major higher education policy changes heralded a possible new funding era for UNDA. In essence, the Abbott Government is proposing a voucher-type funding arrangement for all Australian universities, public and private, with deregulation of tuition fee limits. This policy should have major positive benefits for UNDA, if it is legislated.

- The University began a significant thrust in research areas to complement its already outstanding achievements in teaching, scholarship and professional training. These special research and scholarly initiatives were reflected in the establishment of the Nulungu Research Institute (with a focus on Aboriginal people, their history and their special role and needs) on the Broome Campus in 2008; the Institute for Health Research on the Fremantle Campus in 2009; and the Centre for Faith, Ethics and Society on the Sydney Campus in 2009. The latter, led by Professor Ramsay and Bishop Anthony Fisher OP, was a substantial attempt to develop and spread Catholic intellectual life and make this a special feature of the Sydney Campus of UNDA.
- The development, at Trustees and Board levels, and in the administrative and academic leadership structures, of new policies and systems for meeting the needs of a national institution, following on from the revisions to the UNDA Act of Parliament in 2005. Dr Michael Quinlan, an outstanding and original Founder of UNDA, the leader of many of its health-education initiatives, and long-standing and resolute member of the Board, who had succeeded Justice Owen as Chancellor in 2007, retired as Chancellor in 2010. For the first time, that office was filled by a person from Sydney, Mr Terry Tobin QC. He was a leading Catholic barrister, with a long-standing commitment to the role of the Church in education. He was also a generous benefactor to UNDA. Mr Peter Prendiville, a long-serving Director and Governor of Notre Dame, succeeded Mr Tobin as Deputy Chancellor. Additional Trustees and Board members from Sydney were appointed, led by Mr Danny Casey, the Business Manager of the Archdiocese of Sydney, to try to achieve a broader geographic composition, reflecting UNDA's new multi-State national character, and its formal agreement with the Archdiocese of Sydney. The Vice Chancellor and leadership group of the University had to face and work through the challenges of maintaining unity within trans-continental Campus diversity, and managing in a balanced way the competing demands for resources from various Campuses and cities. A key issue was how to retain leadership of the institution from the founding base in Western Australia whilst enabling 'Sydney' to grow and flourish, and develop its own distinctive identity.
- The development of the Sydney Medical School into a multi-state, multi-site entity for clinical placements and training. UNDA's Sydney Medical School, based on its Sacred Heart Darlinghurst Campus, grew and diversified rapidly during this period. Of particular significance was the establishment, under its outstanding new Dean, Christine Bennett, of three Clinical Schools: the Sydney Clinical School centred on St Vincent's and Mater Hospitals, with additional sites at Auburn and Hawkesbury; the Melbourne Clinical School centred on Mercy Health Care in Werribee; and the Notre Dame Rural Clinical School based in Lithgow, Wagga Wagga and St John of God Hospital, Ballarat. Substantial capital grants were made by the Commonwealth Government to support these major facilities for clinical training of medical students in Melbourne, Sydney and rural NSW. The Sydney Medical School continued to experience extraordinary first preference demand for places in its graduate-entry program.

Conclusion

The University of Notre Dame Australia has developed from an inspired concept to a thriving institution in a little over two decades. To do so it has had to face and overcome many challenges, cultural, geographical, financial, educational and political. The path has not been an easy one and not without many risks – and anxious moments – and many missteps! There was much ‘trial and error’. However, the University is now well on its way to being an established and important part of the Australian higher education system. It has received widespread recognition for the quality of its staff and courses, the learning experiences of its students, and employment demand for its graduates. It has clear Objects, enshrined in its Enabling Act of the Parliament of Western Australia. It has become a distinctive university in a relatively short time, known especially for the high quality of its teaching and its pastoral care, and for its excellence in the preparation of its graduates for entry into key professions in which it has chosen to specialise.

It has achieved much because the foundation idea was a good one; because of the extraordinary and inspirational efforts of a substantial group of people, from the beginning, at Trustee and Board level in Western Australia, and more recently in Sydney, and from the University of Notre Dame in the United States, led by the extraordinary Father Monk Malloy CSC; and because of its ability to attract and retain outstanding leaders, both academic and general staff, and administrators, who took the risks, accepted the challenge and devoted exceptional energy, passion and talent to pursue the dream.

UNDA needed, and got, great moral and material support from six outstanding Bishops: William Foley, Robert Healy, and Barry Hickey in Perth; John Jobst, and Chris Saunders in Broome; and George Pell in Sydney. These were churchmen who led by personal involvement, loyalty to and trust in the leaders, and belief in the importance of Catholic education, at every level, to the Church and to Australian society. UNDA has also succeeded thus far because of the generosity of its early and subsequent benefactors, small and large, and the support it received from the Church, especially many parishes and parish priests, and religious orders. These people and institutions believed in the idea and mission and potential of Notre Dame and were prepared to donate substantially their financial resources and their time and presence to help meet its early needs. UNDA was fortunate to gain the commitment to it from parliamentarians and leaders of Commonwealth and State governments from both sides of politics in Australia. It was underpinned by the faith of so many of its teachers, students and administrative staff. And, ultimately, it has succeeded thus far, because Jesus was at its heart. He continues to inspire it.

The University of Notre Dame Australia is still relatively young. However, the potential for this unique, private, national Catholic university in Australia is very great indeed. It has been, thus far, a great, very challenging, and extraordinary journey!



THE UNIVERSITY OF
NOTRE DAME
A U S T R A L I A

The Objects of The University of Notre Dame Australia are:

- a) the provision of university education within a context of Catholic faith and values; and
- b) the provision of an excellent standard of –
 - i) teaching, scholarship and research;
 - ii) training for the professions; and
 - iii) pastoral care for its students.