FOUNDING THE BRAIN & MIND RESEARCH INSTITUTE

A personal account on the 10th Anniversary
Maxwell Bennett AO
**Frontspiece 1 (Upper left).** The Brain & Mind Research Institute (BMRI) observed from Camperdown Park. The large building (F) on the left is devoted, in its first five floors, to clinics in Psychiatry and Neurology as well as Translational Research. The top two floors of this building house the Ken Parker Laboratories concerned with pain, drug abuse, and brain tumors. The second building (G) from the left is the Brain Sciences Building concerned with Mental Health Clinics on the first two floors, with the upper floors devoted to research on dementia, stress, trauma, and drug discovery. A further building (H) of one floor only with large glass doors at the entrance, which is just discernible behind trees between buildings F and G, houses the Ramaciotti Brain Imaging Building (H). Note that behind these buildings, F, G and H, is the Youth Mental Health building (see Frontspiece 3).

**Frontspiece 2 (Upper right).** Logo of the BMRI on the side of the Brain Sciences Building (G).

**Frontspiece 3 (Lower left).** The Youth Mental Health building (K) with the two lower floors consisting of clinics occupying Headspace and Inspire outreach for adolescents. Two other floors have research in schizophrenia and intellectual disabilities.

**Frontspiece 4 (Lower right).** The new Mental Health Hospital in the process of construction during 2013 in Lucas St, which is opposite the Youth Mental Health building.
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A personal account is given in this work of the activities that led to the establishment of the Brain and Mind Research Institute (BMRI) at Sydney University. The idea for this Institute was developed against the background of growing concern for those suffering from diseases of the brain and mind, be they regarded as neurological or psychiatric. That concern was put into quantitative measure by the demographics concerning dementia and depression for even developed countries like Australia. At the time the BMRI was initiated, the World Health Organization (WHO) had just predicted that the greatest disability (years of productive life lost) would within 20 years be major mood disorders such as depression and not ischemic heart disease or cancer that had been the leading causes of disability for decades. The WHO prediction, now in 2013, is right on track to being fulfilled.

These considerations required that a unique Institute be developed that brought together patients suffering from these disorders with neurologists, psychiatrists, psychologists and basic brain scientists in the one setting, without the usual discipline-based academic and professional organization silos separating them out. Such an approach capitalizes on important ideas that can develop from unlikely sources, such as a contribution of a physicist to a problem associated with Parkinson’s disease, in a friendly but critical environment of laboratories and patient facilities. In particular it was recognized early on that both patients and clinicians, as well as the basic brain science researchers, should walk through the same doors to enter the various adjacent buildings, all connected by bridges, that constitute the Institute. In this way patients realize that very active research on their problems is being pursued. On the other hand researchers, although their ambition might be to make a great scientific discovery, realize that the business in hand is to some day make a major contribution to the amelioration of maladies of brain and mind.
I have written this account, on the tenth anniversary of the University Senate permitting the establishment of such an Institute, for three reasons. First, I think the idea of an Institute of the kind described above is unique, important and worth proselytizing for. Second, it only came about because of the dedication of a number of members of the community who gave selflessly of time and money to bring it to fruition; they should be recognized. Finally, the development of this kind of Institute necessitated working across faculty demarcations that required proper accountability within the delegation of authorities in the University. This is a complex task given the extent to which Federal and State Governments, University and major philanthropy were involved. It has necessitated a detailed and well-documented narrative that at many times will become indigestible to the casual reader. Indeed overwhelmingly boring. Added to this is the problem that as this work is a personal account, the personal pronoun appears an inordinate number of times. All together this does not make for an attractive narrative. Nevertheless, a forensic-like account of the events that led to the establishment of the BMRI is necessary if the aims of this work, set out above, are to be met.

Maxwell Bennett, March 2013
NOTE TO THE READER

Over one thousand documents are in the archives of the BMRI from which I have chosen a few hundred to help authenticate the story. Each of these is given a number that is alluded to at appropriate places in the footnotes. These documents have been scanned and placed in the University electronic archives.
CHAPTER 1: ESTABLISHING THE BRAIN SCIENCES BUILDING

1. INTRODUCTION

In early 2002 the then Deputy Vice Chancellor for Research, Professor Siddle, nominated six areas of research strength in the University. One of these, following a submission from me, was neurology/psychology/neuroscience. Prof Siddle then made an amount of about $200,000 available in order to enhance this area of activity. The leaders of the other areas of research prominence used their funds to buy equipment or make infrastructure acquisitions. Instead of following this path I employed a research assistant for nearly two years in order to establish support for what I called Sydney University Neuroscience (SUN) (http://www.sun.med.usyd.edu.au/). The most important part of this support was to be the establishment of a new clinical/research facility that became what I called the Brain and Mind Research Institute (BMRI) (http://sydney.edu.au/bmri/). The research officer I appointed was Ms Andrea Mitchell, who had first-hand knowledge of neurological difficulties and who proved to be an excellent appointment. At the end of the nearly two-year period Andrea commented that that at the beginning all she had “was this vision of Max’s and what it might produce”. She goes on to say, “There was only Max and a 12-month promise on a dilapidated building full of rubbish and dead pigeons”. This refers to what was to become the Brain Sciences Building (BSB) at 100 Mallett Street Camperdown, the first of four buildings that were destined to become the BMRI1.

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1 (I25.1;D090505)
A key event that allowed these early stages in the BMRI development to come to fruition occurred on October 15, 2002 when I was asked to give an address at the University of Sydney’s 150th anniversary dinner celebrations held in the Great Hall. The Vice Chancellor (VC, Gavin Brown; Figure 1), at the end of my presentation, agreed to meet my request of the previous month for $3 million towards establishing the BMRI (Figure 2). The detailed argument that I submitted to the VC on that occasion had been prepared as a consequence of the founding of SUN. It presented the case for an Institute that would be a flag-ship for SUN, leading the way in making significant contributions to the amelioration of diseases of the brain and mind.
Figure 1 The Vice-Chancellor (VC), Professor Gavin Brown AO, shown opening the clinical outpatients floor of the Brain Sciences Building in 2004. The VC had contributed $3 million to the $7 million acquired to ensure this Brain Sciences Building fireproofed and refurbished on the ground floor in 2004. The balance of $4 million came from Philanthropy. The Vice-Chancellor’s contribution was his entire discretionary funding for the year 2003.
Figure 2 Professor Max Bennett, AO, Founding Director of the Brain & Mind Research Institute, introducing the Governor, Professor Marie Bashir, AC, and the Vice-Chancellor, Professor Gavin Brown, AO, at the opening of the Brain Sciences Building ground floor in 2004. It was somewhat audacious to open the building at this stage as the rest of Building G, consisting of five floors above the one that was opened, were just vacant spaces with several centimetres of pigeon droppings over the floors.
The narrative in 2 and 3 below is largely concerned with how a few exceptional individuals in the community ensured that the BSB of the BMRI was established and forms a tribute to their vision. The story set out in 6 and 7 is primarily concerned with the wonderful support I received from many of the senior officers of the University in obtaining permission for the different stages of the BMRI building program as well as strategic advice on how to proceed and report as this program advanced.
2. THE BMRI FOUNDATION

2.1 THE UNION CLUB

Figure 3 A wonderful photo taken at the opening of the Brain Sciences Building G of the BMRI in 2006. From left to right - Oliver Richter, AO, the great businessman and philanthropic leader, who introduced David Gonski and Mr Ken Parker to the BMRI Foundation; to the left of Oliver Richter is David Gonski, AC, then just appointed Chancellor at the University of New South Wales and up to that time Chair of the BMRI Foundation; he was responsible, together with Ken Parker, in introducing the Prime Minister to the concept of the BMRI and for gaining the Prime Minister’s support. Next to him is his father, Professor Alec Gonski, the Emeritus Professor of Neurosurgery at the University of New South Wales, who was responsible for persuading David to take up the position of chair with the foundation of the BMRI; and next to him is his wife, Mrs. Hélène Gonski.
On the 12th of March I had the great good fortune to be invited to the Union Club to give a lunch-time talk, following my introduction to some of the Club members by Sir Rutherford Robinson AC, a previous President of the Australian Academy of Sciences of which I am Fellow. Presiding over my talk on that occasion was Mr Oliver Richter AO who had been the major force behind the expansion and development of the firm Brambles, as well as of the Medical Foundation of the University of Sydney. Oliver was to become very important to the future prospects of the BMRI through, amongst other things, his introduction of Ken Parker to me. Ken was the Executive Head of the firms that were founded by Kerry Stokes AC. Oliver also introduced me to Mr David Gonski AC who subsequently became the first chair of our Foundation. Together with Ken Parker he was to eventually go and see Prime Minister John Howard and successfully obtain $5 million for the first stages of the BMRI involving refurbishing of the old Bond building at 100 Mallett Street, destined to be the BSB (Figure 4). In addition, Oliver introduced me to Mr Tom Cropper at the Union Club, a leading Australian pastoralist, who through his personal philanthropy and that of his family has to this day allowed projects to proceed that are essential to the success of the BMRI. Without the active support of these four remarkable men, Oliver Richter, David Gonski, Ken Parker and Tom Cropper there would not be a BMRI. Furthermore, Oliver had brought about this synergy of effort, and indeed informally presided over the first meetings of the BMRI Foundation when he was then 84. Now at 93 he still guides me with advice over a range of activities to consolidate and expand the BMRI².

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² (I2.8;D120303)
The late Mr Ken Parker, senior-guiding figure in Mr Ken Stokes’ enterprises and a Chair of the BMRI Foundation. Ken was a remarkable man, always with a twinkle in his eye, capable of great discernment and insight, and a close friend of many influential people, like the then Prime Minister, Mr John Howard. Ken was responsible for persuading Federal ministers and Prime Minister in funding the BMRI Sciences building. It was in commemoration of Ken’s great contribution to the BMRI that the top floors of the Clinical and Translational Building (F), devoted to the amelioration of pain and brain tumours, has been named the Ken Parker Research Laboratories.

The BMRI Foundation had its beginnings at a meeting that Oliver Richter called in early August (2003) for the 6th November (2003) to be held in the Anderson Stuart Common Room at the University, in the old Medical School building where I had then been carrying out research for nearly 40 years. Oliver invited some very senior members of the community to attend this meeting, all of whom were his friends, such as Mr Robert Johnson AC (a previous chair of the reserve bank of Australia; Figure 5) and Mr Tom Cropper (the leading Australian pastoralist mentioned above; Figure 6) as well as the venture capitalist Mr Chris Abbott AM and Mr Graham Smith. On this occasion there was cause for celebration, as the BMRI application to the Ramaciotti Foundation for $1 million to fund a micro positron emission tomography (PET) machine, which I had to defend in a meeting with the Ramaciotti Foundation, had won against 40 applications from other
Universities. Much consideration was also given on this occasion to the formal constitution of BMRI Foundation that was before the University Senate for approval\textsuperscript{3}, and which was subsequently granted\textsuperscript{4}. A detailed personal account of how the BMRI Foundation was created and senior members of the community successfully invited to join has been provided by Oliver Richter\textsuperscript{5}.

\textbf{Figure 5} Robert Johnston, AC, previous chair of the Reserve Bank of Australia and an inaugural member of the BMRI Foundation and subsequent chair of the foundation. Bob has been, together with Mr Tom Cropper, the longest serving member of our foundation. He has been a great source of inspiration for us as we built up the institute.

\textsuperscript{3} (I1.1;D080803) (I5.8;D290903)
\textsuperscript{4} (I5.9;D121103)
\textsuperscript{5} (I9.4;D 021203)
Figure 6 From right to left, Mr Tom Cropper one of our most significant philanthropists, providing wonderful strategic and moral support throughout the history of the BMRI. Together with Prof Max Bennett, at the launch of his book Virginia Woolf and Neuropsychiatry, and his grandson Daniel (aged 9 years and 6 months). Daniel was also at the opening of the clinical ground floor of the Brain Sciences Building (G) when he was 6 months old.

Oliver Richter, having established the BMRI Foundation and succeeded in obtaining David Gonski as its inaugural Chair, stepped aside at about the time the Constitution of the Foundation was passed by Senate. David then co-opted his close friend Mr Fred Street AM to be co-chair. The first meetings of the Foundation, after its recognition by Senate, were attended by many of the ex-officio officers of the University including the Provost (Professor Don Nutbeam), Pro-Vice-Chancellor of Research (Professor Tim Hirst) and the Dean of the Faculty of Medicine (Professor Andrew Coats). These meetings, besides discussing the raising of funds for the Institute, provided an opportunity for me to discharge my duty to keep these senior officers of the University conversant with the strategic plans of the BMRI and its ongoing activities and so modify these according to their advice6 (see 7).

At a meeting of the Foundation in July (2004), attended by the Provost (Prof Don Nutbeam) amongst others, it was announced that the

6 (I21.13;D100304)
finances required to fire-proof the 6 story BSB at 100 Mallett Street together with complete refurbishing of the ground floor for neurological and psychiatric services were now in place. Furthermore, that the Governor Professor Marie Bashir had agreed to open this stage on the 3rd of September. At the next meeting of the Foundation in late July, attended by regular members of the Foundation as well as the ex-officio members (Profs Don Nutbeam, Tim Hirst and Andrew Coats), I was able to express the deep thanks of the BMRI for the substantial philanthropic contributions provided recently by Mr Tom Cropper, Mr David Gonski, Mr Daniel Petri, Mr Kerry Stokes and Mr Fred Street, three of whom were present at the meeting. Following the meeting, David Gonski took me aside to say that he would not be able to continue as Chair of the Foundation as the Senate of the University of NSW had just made him Chancellor of that University. This was significant recognition of the very high regard with which David is held in the community, a regard that has significantly increased since that time. Following David’s resignation, his close friend Mr Fred Street who had made very significant contributions both financial and in his capacity as co-chair of the Foundation felt he should resign, which he did with very warm best wishes for the success of the BMRI.

Fortunately, before I could start worrying where the Foundation might now go without David’s leadership and Fred’s support, David informed me that he had taken it upon himself to sound out Kerry Stokes’ son, Ryan, who had agreed to take on the position of chair. I held out high hopes of Ryan carrying on the task of leading the Foundation effectively in the future.

Even though David Gonski was preparing to take on the position of Chancellor of the University of NSW, among his many other positions, he was still working to prosper the refurbishment of the BSB at 100 Mallett Street, and in early September (2004) sought out Professor Ron Penny, personal advisor to the NSW Government on expenditure for

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7 (I21.13;D090604) (I21.13;D140704)
8 (I14.2;D010406)
9 (I21.13;D200704)
medical research. David reported to the Foundation that this approach had not been successful. He also introduced Mr Daniel Petri as a potential foundation member, and although this did not come to pass Mr Petri did become a substantial donor for the establishment of the BSB. This particular Foundation meeting allowed me to introduce Professor Richmond Jeremy, who was now the senior officer in charge of development, and so an ex-officio member of the Foundation. This enlarged the group of senior University officers whom I was able to keep informed of the progress of BMRI activities and plans. This was further facilitated by circulating among these officers the Annual Report of the Foundation for 2004.\(^{10}\)

The tremendous effort that David Gonski had put into obtaining support for the BSB refurbishment required a direct thank you from the VC Gavin Brown, which I arranged in March (2005). On that occasion David, together with his co-chair of the Foundation Mr Fred Street, obtained a commitment from the VC that if they could obtain promissory notes for $2 million, the amount required to complete a substantial part of the refurbishment, then he would make that amount available, a typically generous response from the VC.\(^{11}\)

In late March (2005) one of the most significant meetings of the Foundation was held in David Gonski’s offices in Chifley Square, in the presence of most members including the Dean of Medicine Professor Andrew Coats. At this meeting David announced that he and Mr Ken Parker were due to meet the Prime Minister John Howard in the near future to obtain funding for the BSB. That meeting resulted in $5 million for the project, the amount asked for by Ken and David. I had no doubt that they would be successful, as Ken was a close personal friend of the Prime Minister and David held many senior positions, such as Chair of the Australia Council and of the National Institute of Dramatic Art, both within the responsibilities of the Federal Government.\(^{12}\)

\(^{10}\) (I21.13;D080904) (I31.3)

\(^{11}\) (I25.2;D140305)

\(^{12}\) (I25.3;D220305)
Mr Ryan Stokes, Director of Pacific Magazines, very kindly assumed the Chair of the BMRI Foundation in late September (2005), accepting the invitation from the previous Chair, David Gonski. I informed the Foundation meeting at this time, held at the offices of Pacific Magazines in McMahons Point Sydney, that I had reported on the progress in establishing the BMRI to the VC (Gavin Brown), the Deputy VC responsible for infrastructure (Ann Brewer) and the Dean of Medicine (Andrew Coats). I also reported that the Prime Minister had agreed to open the second and third stages of the BSB (constituting levels 2 to 5 of 100 Mallett Street) on Tuesday, the 13th of June 2006, which happened to be the 150th anniversary of the Faculty of Medicine.

Shortly after assuming the Chair of the Foundation, Mr Ryan Stokes was invited by the Federal Government to become Chair of the newly founded Youth Mental Health Foundation, a stipulation being that he resign the Chair of the BMRI Foundation because of a conflict of interest in holding both positions. So very unfortunately the strong connection and support from the Stokes family was lost at this time. They had been of tremendous importance to the success of the initial stages of the BMRI, both through direct financial contributions as well as through their influence in the upper reaches of the Federal Government. Mr Ryan Stokes, although no longer a member of our Foundation, remained quite ebullient as to its future successes.

Mr Ken Parker, certainly one of the most insightful, generous and intelligent of men one could hope to meet, took up the Chair of the Foundation on the resignation of Ryan Stokes. As Ken was a mentor of Ryan, and the chief counsellor to his father Kerry Stokes, this was a very fortunate appointment. I then took Ken over the building at 100 Mallett Street to show him the progress made in converting this to the BSB, largely through funds that had been raised as a consequence of the efforts of David Gonski and himself. On this occasion Ken expressed the wish that although he wanted to continue to raise funds for the

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13 (I13.7;D280905)
14 (I14.19;D051105)
15 (I14.17;D231205)
Institute he would only remain Chair of the Foundation until a replacement could be identified. On a very positive note, he commented that he would now approach his friend Minister Julie Bishop in the Federal government to obtain $2 million to complete the animal behavior laboratories on level 6 of the BSB. In addition he would approach his very close friend John Howard, the Prime Minister, for an additional $4 million to complete parts of the future Clinical and Translational Building at 96 Mallett Street. Finally, Ken said how much he was looking forward to seeing the Prime Minister on June the 5th on the occasion of the official opening of the almost completed BSB. Tragically, this was not to be the case, for at that time the intermittent episodes of lung cancer that Ken had experienced in the past few years could no longer be contained by therapy, and he was dying in the Mater Hospital in North Sydney.

In June (2006) the Dean of the Faculty of Medicine informed the then Chairs of the Foundation (David Gonski and Fred Street) that the Senate had decided following his advice that new governance rules would now be put in place. One of these stated under section 6.1 that “the Senate after due consultation with the council of the foundation may resolve in the future that the foundation become a division of the medical foundation to be known as the Brain & Mind Research Foundation (a division of the Medical Foundation)”. This was seen by members of the BMRI Foundation, rightly or wrongly, as a means for the Medical Foundation to “take control” of the results of the great work being done by members of the BMRI Foundation on behalf of the BMRI. These new governance rules caused much consternation.

Arrangements were then made in October for the VC (Gavin Brown) to meet Ken Parker and Ryan Stokes (Director of Australian Capital Equity) in order to thank them for all they had done to proselytize on behalf of the BMRI and to raise very significant funds for the BSB. Subsequently Ryan Stokes wrote to the VC thanking him and

16 (I14.3;D210306)
17 (I14.4;D060606)
commenting that the BMRI has the potential to “create some truly monumental outcomes”18.

### 2.2 The Federal Department of Education

In July (2003) Ken Parker suggested that I apply for funding for the BSB through Dr Brendan Nelson, Minister for Education, Innovation and Technology in the Howard Government. Ken had been a great supporter of the Minister during his election campaigns and he agreed to a meeting. As Prof Ian Hickie had now left his role as chief executive officer of Beyondblue in Melbourne to take up the position of Professor of Psychiatry and Executive Director of the BMRI I was able to take him to see the Minister with me. The discussions with Dr Nelson went very well, and he suggested to me that I apply for about $2 million through the Capital Development Pool within his portfolio. When this was completed the Minister was very generous in suggesting I approach the Director of his Department Mr Nicholson, who showed me how to best optimize the application’s chances for success in obtaining funding19. In addition Dr Nelson introduced me to Mr Thomas Barlow, his personal assistant who was destined to become a well-known commentator on optimizing technical and scientific research. Barlow was also most helpful in guiding me in the preparation of the Capital Development Pool application. Subsequently Dr Nelson asked me to be his representative on the National Research Infrastructure Taskforce which was about to meet and deliberate on extra funding for, amongst other considerations, medical research institutes. The final report of this Task Force was instrumental in relieving some of the heavy financial burden that institutes carried in relation to their infrastructure costs20.

In late July (2005) I received a letter from Mr Evan Arthur of the Department of Education, Science and Technology informing me that the application for $2 million from Dr Nelson’s Department had been

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18 (I21.8;D2710)

19 (I5.12;D240703)

20 (I1.8;D270803)
successful. The funding contract between the Department of Education and Science (Minister Brendan Nelson’s portfolio) and the University of Sydney in relation to this successful bid for $2 million from the Capital Development Pool stipulated explicitly in schedule 1 (clause 2) that the funds were to be used for “the development of new premises and laboratory space in Mallet Street, Sydney, for the Brain & Mind Research Institute. These premises will be used for clinical research and education in bipolar disorder, depression, dementia and molecular genetics”. This research was destined to be carried out in the BSB. In June (2006) progress reports were due in the Department of Education, Science and Technology and the Department of Health and Ageing regarding the expenditure of the funds provided by these Departments for the building of the BSB. I prepared the report, together with the accountants appointed by the Medical Faculty, and it was signed off by the Chief Financial Officer of the University (Mr Bob Kotic).
2.3 THE FEDERAL DEPARTMENT OF HEALTH AND AGEING

Ken Parker was also a great personal supporter of Tony Abbott, who was then Minister for Health and Ageing. In February 2004 Ken facilitated a letter reaching the Minister from me in February 2004 seeking funding of $2 million for the BSB. The reply I received from the Minister stated that “it is a big ask”\(^\text{24}\). Following my work representing the Minister for Education Dr Nelson on the National Infrastructure Taskforce I was invited by Tony Abbott to serve on the newly convened National Neuroscience Taskforce to look at the investments required in neurology, psychiatry and basic neuroscience in order to take advantage of the increased sophistication of neuroscientific insights into these diseases. This Taskforce was formed in order to prepare the country to meet the impending precipitous increase in cases of dementia as a consequence of the increase in longevity of the Australian population. It was also concerned with the relatively high suicide rate in Australia. Tony Abbott then informed me that until the taskforce sent in its final report he would not be able to “consider your request for a $6 million contribution from the Australian government towards the establishment of the basic infrastructure for the Brain & Mind Research Institute”\(^\text{25}\). The tremendous enthusiasm of Ken Parker for the clinical facilities and research activities planned for the BMRI is manifest in his pressing Tony Abbott to fund the Institute. Abbott’s response was that if the government were re-elected in the New Year he would do so\(^\text{26}\). Tony Abbott kept his word and a contract was signed in May (2006) between the Commonwealth Department of Health and Ageing and the University of Sydney on behalf of the BMRI in order to complete levels 5 (neuropsychiatry) and 6 (animal behaviour) of the BSB at 100 Mallet Street. The schedule for the expenditure of the

\(^{24}\) (21.4; D060204)
\(^{25}\) (I21.13; D270504)
\(^{26}\) (I26.2; D240904)
amount of $2,073,439 is set out on page 62 of the contract\textsuperscript{27}. On successful completion of these stages of the BSB in March (2007) I was able to send in a final report, prepared by the accountants of the Faculty of Medicine and myself, for the Commonwealth Department of Health and Ageing\textsuperscript{28}.

\textbf{2.4 THE PRIME MINISTER, JOHN HOWARD}

With the failure of the request to Minister Tony Abbott for support of our building program for the BSB to the extent of $6 million, Ken Parker suggested that a letter should be written by me to Prime Minister John Howard, seeking funding for the $6 million to match the $6 million already raised through philanthropy and the good officers of VC Gavin Brown. Ken was a great supporter of John Howard, over a period reaching back to his early career, and so it was hoped that the letter would at least reach the Prime Minister’s desk, which it did\textsuperscript{29}, but not before both Ken and David Gonski personally went to the Prime Minister to press the case (see 2.1). A contract was signed in June (2005) between the Department of Health and Aging of the Commonwealth and the University of Sydney for the BMRI to receive $5,500,000 towards refurbishing stages 2 and 3 of the BSB, consisting of levels 2 to part of level 5. Page 22 of the contract stipulates that the research is meant to develop and implement a strategy to translate research into improved treatments and “integrate mental health, neuroscience and neurology with a goal of reducing the cost of mental health and neurological disorders”\textsuperscript{30}.

\begin{itemize}
\item \textsuperscript{27} (I6.7;D020506)
\item \textsuperscript{28} (I28.3;D020307)
\item \textsuperscript{29} (I21.5;D090204)
\item \textsuperscript{30} (I6.6;D090605)
\end{itemize}
3. PHILANTHROPY

3.1 PRIVATE PHILANTHROPY

The first personal philanthropic contribution to the establishment of the BMRI came from the radiologist Dr Alan Farrell in December 2003. This generous personal gift was made in memory of his daughter, Bernadette, and allowed us to fit out the BSB with a lift that was necessary before the building could be refurbished beyond the first floor.

The second personal philanthropy at this time came from a member of the Foundation, Mr Tom Cropper. This was a substantial amount and was to be followed by similar amounts at regular intervals in the subsequent eight years. Tom has been, and continues to be one of those rare individuals without whose support there would not be a BMRI.

3.2 CORPORATE PHILANTHROPY

Dr Diana Horvath, Head of Sydney South West Area Health Services (SSWAHS), was approached by John Pollard (Professor of Neurology) and myself in early January (2003) in her offices in Royal Prince Alfred Hospital (RPAH). We asked her if SSWAHS would contribute to the support of the initial building program of the BMRI, involving refurbishment of the building at 100 Mallett Street to establish the BSB immediately behind RPAH. Dr Horvath was very generous and supportive in her remarks about the proposal to establish the BMRI adjacent to the RPAH grounds. She did ask, given that a positron emission tomography (PET) and magnetic resonance imaging (MRI) facility was planned for the BMRI, that the head of the RPAH PET facility, Dr Mike Fulham, be consulted to make sure there were no conflicts of interest, and this we did. Dr Horvath subsequently committed $0.5 million to the initial establishment of the BMRI and after some negotiations with the SSWAHS accountants, following the
retirement of Dr Horvath, such support was forthcoming. This allowed us to make some important refurbishments to the ground floor of the BSB, which at that time permitted clinical services to begin at the BMRI. We are in Dr Horvath’s debt for helping us out at this very early stage in development of the BMRI when only people of vision contributed³².

At the time of SSWAHS providing support John Pollard, Bushell Professor of Neurology, approached Schering Pharmaceuticals (now Bayer Schering Pharma) for support of the building works for the BSB. This approach was facilitated by the fact that John had a close relationship with Schering as a leading Australian researcher on Multiple Sclerosis, an area in which Schering had a close commercial interest. Subsequently Schering made a very generous donation of $0.5 million to allow preliminary work to proceed on the building at 100 Mallett Street.

³² (I1.4;D060103)
4. Progress in obtaining financial support for the Brain Sciences Building

The Foundations minutes for May (2005) give an overall account of the success of the Foundation to that time in raising funds for the refurbishment of the BSB. Four stages can be identified as follows:

The first involving the fire-proofing, lift and new rooms on level one for clinical patients in neurology and psychiatry, with funds from philanthropy and VC Gavin Brown as well as from two successive Deputy VCs for Research (Professors Hirst and Field);

the second stage involving levels 2 to 4 for laboratories devoted to Alzheimer’s disease, schizophrenia/depression and drug research, largely funded from the $5 million obtained from Prime Minister John Howard by David Gonski and Ken Parker;

the third stage for level 5 devoted to neuropsychiatry (at that time primarily schizophrenia and depression) funded by $2 million from Dr Brendan Nelson’s Strategic Development Pool, largely facilitated by Ken Parker;

and finally stage four, the animal behaviour laboratory on level six funded by $2 million from Minister Tony Abbott, facilitated again by Mr Ken Parker.33 At the time of Mr Ryan Stokes leaving the Foundation I had the accountants determine the financial position of the Foundation, which then stood at an amount of $12,565,00034.

33 (I13.4;D180505)
34 (I14.16;101105) (I22.5;D101105)
I kept VC Gavin Brown informed of the finances relating to all stages of development of the BSB at 100 Mallett Street. As a consequence in May (2006) he sent me a very warm and supportive communication concerning the success in obtaining cumulative funding of $7 million from the Federal Government up to that time\textsuperscript{35}. Indeed the VC showed his continual support for the successes of the BMRI in August (2006) by determining that $100,000 remaining in his discretionary account for that year be sent to me to spend on the building program of the BSB. Although not a large amount compared with the amounts received from the Federal Government, it was a very welcome sign of the continuing support of senior officers of the University as well as a very useful amount to help finalize the building works on level 5 of the BSB\textsuperscript{36}.

\textsuperscript{35} (I23.12;D030506)
\textsuperscript{36} (I10.1;D220806)
5. Ramaciotti Research Building

A large industrial-scale garage abutted onto the future BSB at 100 Mallett Street, which seemed to be an ideal location for animal brain imaging facilities as well as for neurochemistry. This was especially the case as we had only recently been successful in obtaining a competitive grant of $1 million from the Perpetual Trustee’s Ramaciotti Biennial Grant to buy an animal micro positron emission tomography (PET) machine for brain imaging purposes. I therefore sought out the Project Manager Lee Horen to obtain a quote for transforming the industrial garage into the Ramaciotti Research Building and this came in at $3,450,000. We were eventually able to obtain the finances necessary to establish the Facility, mostly from the Federal Government. Professor Michael Kassiou in the Faculty of Health Sciences, an expert in drug discovery, played a major role in supervising the new Ramaciotti Research Building, ensuring that it not only had PET equipment but also equipment for the development of novel radioactive ligands involved in drug discovery.

37 (I1.11;D071003)
38 (D230703)
6. PROJECT MANAGEMENT FOR THE BRAIN SCIENCES BUILDING

Figure 7 Derelict Building H middle fore-ground with broken windows and doors. This is the future Ramaciotti Brain Imaging Building. Building F (the seven-storey building in the background is the future Clinical Translational and Ken Parker Laboratory Building). This photo was taken in 2003.
Figure 8 Derelict Building G, the future Brain Sciences Building, shown with broken windows and boarded-up entrance in 2003. Presumably the pigeons, that left much filth on the floors of this building, entered through these broken windows.
Figure 9 The Brain Sciences Building G in 2004 and the Ramaciotti Brain Imaging Building H on restoration that was funded by the Federal Government and philanthropy as well as the University of Sydney. This funding covered the refurbishment of the facade, fireproofing of the entire building, and refurbishment of the ground floor for clinical outpatients in Psychiatry (under Professor Hicke) and in Neurology (under Professor John Pollard).
Figure 10 The refurbished ground floor shown in the reception area of the Brain Sciences Building G for clinical outpatients in Psychiatry and Neurology at the time of the opening of this ground floor by the Governor, Professor Marie Bashir AC, in 2004.

Here an account is given of how, once the money was raised for a BSB, management and expenditure of the funds was affected within the University.

6.1 Stage I

In early November (2002) Facilitates Management of the University were instructed by the Provost, Professor Ken Eltis, to appoint a Project Manager concerned with the possibility of converting the old Bond building at 100 Mallett Street, Camperdown, to a BMRI building. This is a wonderful site, opposite Camperdown Park, and adjacent to the land occupied by Royal Prince Alfred Hospital in
Missenden Road. The project manager reported that a quantity surveyor had come in with the following cost estimates of:

- building rehabilitation, $3,038,420;
- occupying level 1, $2,036,214;
- occupying level 2, $2,819.581
- occupying levels 3, 4 and 5, $4,511,186;
- Level 6 was not estimated at this time.

This amounted in total to $12,405,401, a large amount, as at that stage there was just the $3 million promised by the VC on the evening of the Sesquicentenary Dinner of the University on the 15th October.

Shortly after Facilities Management had made an estimate of $5,074,634 for rehabilitation of the building and for rebuilding the ground floor (level 1) intended for neurological and psychiatric services, Professor Ken Eltis, contacted me to say that I must find $4,610,000 rather than $5,074,634 before work would be allowed to begin. I needed then to find an additional $1,610,000 over and above the $3 million that the VC had promised. On the 18th December I informed Ken Eltis that I would start the process of finding the extra money to start the project immediately.

Two months after I was set this task, Mr Alan Tracey, the head of Facilities Management, determined that the option of converting the building at 100 Mallett Street, opposite the beautiful Camperdown Park was not viable. Instead he determined that the Institute idea be dropped and that a laboratory for neuroscience research and perhaps some clinical work be located in a refurbished tavern located on Parramatta Road, the busiest highway in Sydney. The VC’s $3 million could then be used to offset money already owed for acquiring the tavern; any balance could then outfit new laboratory/clinical rooms in the tavern. I vigorously protested and asked for a meeting with the VC and Alan Tracey in order to point out that we were attempting to build an Institute.

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39 (I1.10;D141102)
40 (I2.16;D151102)
not a laboratory, that there was no room for expansion around the tavern area and most importantly the site was totally unsuitable for patients suffering from psychiatric illnesses. Very fortunately, the VC agreed with me so I was able to return to my efforts to obtain funds for the BMRI at 100 Mallett Street\(^{41}\). However when I had failed to raise the additional $1,600,000 required by the 28\(^{th}\) March (2003) I was informed by the then Project Manager, Lee Horen, that the entire BMRI project could not proceed\(^{42}\).

In May (2003) a new Project Manager was appointed, Mr Andy La Paz, and he confirmed that the project could not proceed unless the additional $1,600,000 was found to make up the present shortfall in funds\(^{43}\). It was then very fortunate indeed that the necessary funds were raised by July (2003), two months after I had been instructed that the BMRI project could not proceed. These funds had come from Dr Diana Horvath, head of Sydney South West Area Health Service ($500,000; see \(3.2\)); Schering Pharmaceuticals ($500,000; see \(3.2\)); Professor Les Fields, the Pro-Vice Chancellor for Research ($200,000; see above); and Professor Andrew Coats, the Dean of Medicine ($100,000). Although in total this amounts to $1,300,000 and not the $1,600,000 required to start the project, I wrote to the Provost Ken Eltis asking him if we could proceed with the BMRI project\(^{44}\). In his reply on the 23\(^{rd}\) July, Professor Eltis wrote that there were sufficient contingencies in the budget that a total amount of $4,300,000 would suffice and that the project could now proceed\(^{45}\).

The Project User’s Group for the BMRI project then met with those present including Professor Eltis, the Dean of Medicine Professor Andrew Coats, the Sub Dean for Medical Research Professor David Burke, the Executive Director of the BMRI Professor Ian Hickie, the Director of Facilities Management Mr Tracey and myself. The BMRI
was at last underway. However it is important to note that this would not have come about without the tremendous contribution of the Bushell Professor of Neurology, John Pollard (see 3.2). It was John who secured the $500,000 from Schering Pharmaceuticals, through his contacts in that organization concerned with multiple sclerosis, and he was also of prime importance in securing the $500,000 from Dr Diana Horvath, with whom he had very good relations as a consequence of being a clinical professor in the Royal Prince Alfred Hospital (see 3.2). Of course over all of this was the magnificent act of faith placed in the BMRI concept by the VC Gavin Brown, offering six months earlier to back the concept with his entire discretionary funds for the year, namely $3 million.  

By September (2004) the work relating to stage 1 of the BMRI, the BSB, consisting of fire-proofing of 100 Mallett Street and the complete refurbishment of level 1 for clinical neurology and psychiatry, was nearly complete although the site was still under the control of the builders and could not be entered by the clinicians. The effort up to this point in time was described as “refurbishing an 80-year-old building with new lifts, stairs, windows, air conditioning, as well as entirely outfitting the ground floor for clinical patients with brain disorders.” I then approached Professor Marie Bashir, the Governor of New South Wales and previous head of psychiatry in the University, to open this first stage, namely the clinical floor of the BSB, on Friday the 3rd of September 2004, which she graciously accepted (Figure 11). Although the BMRI was a relatively humble structure at this time, the opening was attended by the VC, Deans, Ministers in the NSW State Government, as well as by leading researchers in the biomedical, neurological and psychiatric sciences in the country. It was a grand occasion.

46 (I4.1;D160703)  
47 (I26.4D160904)  
48 (I26.5;D030904)  
49 (I9.6;D100204)
Figure 11 The Governor, Professor Marie Bashir AC, unveils the bronze plaque with the BMRI logo at the 2004 opening of the clinical facility in the Brain Sciences Building. Professor Bashir had graciously opened the Foundation Director, Professor Max Bennett, in the previous 2 years on how to proceed with the BMRI initiative. This wise counselling was buttressed by deep knowledge of psychiatry consequent on her holding the chair in that subject for many years at Sydney University.
6.2 STAGES II AND III

Figure 12 Level 5 of the future Brain Sciences Building before establishment of any laboratories. The pigeon droppings had just been removed at this time but windows were still without any glass. The future office of Professor Max Bennett is at the large open window at the end. Each floor in this Building G was of 420 sqm. All floors appeared like this one in 2005 except for the ground floor that housed the Clinical Neurology and Psychiatry Clinics which were opened by Professor Marie Bashir in 2004.
Figure 13 This group made the significant contributions to realising a BMRI in 2004. From left to right - the Professor of Neurology, James McLeod AO, with Professor Max Bennett AO had visited the Governor, Professor Marie Bashir, seeking advice on how to proceed in setting up the BMRI. Professor Hickie AM, was persuaded by Max Bennett to leave as Chief Executive Officer of the Depression Initiative Beyond Blue, named the National Initiative in Depression, in Melbourne to take Professor Bashir’s Chair of Psychiatry on her retirement as professor; next to her is Minister Frank Sartor, the Minister for Health in the New South Wales State Government; next to him is Professor Gavin Brown AO, who obtained approval from the Senate for Max Bennett’s plans for the BMRI and for making the initial substantial contribution to establish an institute; then there is Governor-Professor Marie Bashir AC; and next to her Professor Max Bennett AO; then the Honourable Kim Santow AO, a member of the Supreme Court of New South Wales and Chancellor of the University of Sydney; and finally on the far right, Mr Oliver Richter AO, the founder of the BMRI Foundation who was instrumental in introducing Max Bennett to senior members of the business community. These subsequently became great supporters of the institute.
Chapter 1: Establishing The Brain Sciences Building

Figure 14 Brain Sciences Building (G) Level 5, following completion of laboratories on the left and offices for senior researchers on the right, in 2006. This was opened by the Prime Minister, John Howard, OM AC (compare with figure 12 before the building concerned was completed). At the end of this corridor on the left is the office of Professor Max Bennett next to the window shown in figure 12, before refurbishment.

Figure 15 Brain Sciences Building G Level 5 laboratories on completion of refurbishments. These laboratories at the left of the corridor shown in figure 14, were opened by the Prime Minister, John Howard, in 2006.

The first stage of turning the old Bond building at 100 Mallett Street into the Brain Sciences Building (BSB) of the BMRI had been completed. Funds were now sought for stages II and III, consisting of the next four levels of the building. These were successively obtained in the following 12 months through different Federal Government Departments (see 2.2- 2.4). The details of all funds and their expenditures up to this time (Nov., 2005) are given in the accounts of the Medical Faculty and of Facilities Management. They show that by
November 2005 a total of $12,200,000 had been raised for this building. This support came from the following sources:

- the Vice-Chancellor, $3 million;
- Schering Pharmaceuticals, $500,000;
- Sydney South West Area Health Service, $500,000;
- Mr Tom Cropper, $450,000;
- Deputy Vice-Chancellors for Research, $400,000;

Minister Tony Abbott’s Department of Health and Ageing, through the intervention of the Prime Minister John Howard, who had met with his close friend Mr Ken Parker and Mr David Gonski, contributed $5 million; Hon Brendan Nelson, Minister for Education, Science and Technology at the suggestion of Mr Ken Parker, contributed $2 million; in addition to the sums of money indicated above, another $350,000 was provided at this time by Mr David Gonski, Mr Fred Street, Mr Daniel Petre and Mr Kerry Stokes. Stage 4 consisting of level 6 at a cost of $1.9 million was not yet funded, so this was the outstanding amount that needed to be covered at this time.

The energy requirements for the BSB, let alone those for the other buildings coming into the BMRI at the end of 2006, such as the Clinical and Translational building F, required a very large and expensive upgrade of the electrical substations for the Institute. The Chief Financial Officer, Mr Bob Kotic, having consulted with the VC, instructed the Head of Campus Properties and Services Mr Alan Masterton, to go ahead and provide these substations at a cost to the University well in excess of $1 million. The tremendous faith of the VC that the BMRI would be a success was still evident at this time.

In October (2005) I wrote to the Prime Minister, John Howard, inviting him to open Stage II of the BMRI on the 13th June 2006. This stage consisted of completed levels 2, 3, 4 and most of level 5 dedicated to basic research in such areas as schizophrenia and dementia. My letter...
was also signed by Mr Ryan Stokes and its receipt by the Prime Minister was facilitated by Ken Parker and David Gonski. With the support of these men, whom the Prime Minister greatly admired, his acceptance of the invitation was anticipated. In December (2005) I received a letter from the Prime Minister agreeing to open stage II of the BMRI\textsuperscript{52}. The result was a splendid occasion in June, with those present including the Chief Justice of NSW James Spigelman AC, Mr Kerry Stokes AC, Chancellor Kim Santow AO, the VC Gavin Brown AO, Deans and senior officers of the University as well as members of the BMRI Foundation that were responsible for the success of the BSB project (Figures 16, 17, 18, and 19). However the pleasure of this occasion was mixed with extreme sadness as Ken Parker could not be with us. Having been a central figure in ensuring the success of the BSB project, Ken was now seriously ill in the North Shore Marta Hospital (\ref{2.1}). When introducing the Chancellor and Prime Minister all I could say was how very much we missed Ken’s presence.

\footnote{52 (I14.17;D231205)}
Figure 16 Prime Minister John Howard being introduced at the BMRI for the first time in 2006 by Professor Max Bennett. The Vice-Chancellor, Gavin Brown, can be seen between Howard and Bennett with the business tycoon, Kerry Stokes, AC, on the left of Bennett; and the Chief Justice of New South Wales, James Spigelman, AC, on the far right. Without the support of these leaders, there would not have been a Brain Sciences Building at the BMRI.
Figure 17 Prime Minister John Howard observed through the torus of a positron emission tomography machine in the Ramaciotti Brain Imaging Building H at the time of his commissioning this building in 2006.

Figure 18 Justice Kim Santow, Chancellor of the Sydney University in 2006, introducing the Prime Minister, John Howard, at the opening of the Brain Sciences Building. Kim Santow was a wonderful supporter of the BMRI. His subsequent tragic death from a brain tumor inspired the program in brain tumor research in the Institute’s Ken Parker laboratories.
Figure 19 Assembled here are the people responsible for the Brain Sciences Building (G) in 2006, at the opening of the building by the Prime Minister, Hon John Howard. From left to right: Prof Ian Hickie AM (Executive Director), Mr Oliver Richter AO (responsible for setting up the BMRI Foundation), Mr Tom Cropper (one of our most generous benefactors), Justice Kim Santow AO (Chancellor), Prof Gavin Brown AO (Vice Chancellor), Prime Minister John Howard OM AC (a great supporter of the BMRI), Mr Ryan Stokes (Chair of the BMRI Foundation in 2006), Prof Max Bennett AO (Founding Director of the BMRI), Mr Kerry Stokes AC (a wonderful supporter), Mr David Gonski AC (Chancellor of the University of NSW and first Chair of the BMRI Foundation; instrumental in gaining the financial support from the Prime Minister).
7. ADHERING TO THE DELEGATIONS OF AUTHORITY IN ESTABLISHING THE BMRI

Throughout this period of fund raising and on-line management of the expenditure of funds for building these stages of the BMRI, it was of the utmost importance to follow the legal requirements concerning the delegation of authority in the University in addition to acting within the spirit of these delegations. In this I was guided by the VC Gavin Brown, whose authority superseded all other delegations in the University, according to Senate regulations, except of course in relation to matters in which it was incumbent on him to report to Senate. The first of these matters concerned my submission to the VC of the constitution of the BMRI, detailing its intentions, composition and naming its Executive Director (Professor Ian Hickie) for forwarding to Senate before the BMRI could become a Centre of the University. It was passed by Senate in March (2003)\(^{53}\). It did not seem to me to be important to “act in the spirit of delegations” by canvassing opinions on this document throughout different Faculties such as Medicine and Science, as the points in the document pretty much followed those developed following wide consultations when I established Sydney University Neuroscience (SUN) over a year previously.

The second matter submitted to the VC for consideration and passed onto Senate for approval was the Constitution of the BMRI Foundation, which was forwarded to and passed by Senate on the 1\(^{st}\) December (2003)\(^{54}\). This was a fairly straight forward document, which clearly had the approval of the Dean of Medicine Professor Andrew Coats for soon after I received a letter from him giving full support to the concept of the BMRI and accompanying this with a sum of $100,000 from the faculty towards the activities of the BMRI. In

\(^{53}\) (XXXX)
\(^{54}\) (I5.9;D121103)
addition, I received great support from Professor Tim Hirst, Pro-Vice-Chancellor of Research, with his transferring the sum of $400,000 for the BMRI project. This generosity was typical of Deans and senior officers of the University at this time. It reflected what I believed to be adequate consultation with them in the spirit of the delegations of authority\textsuperscript{55}. It was also very gratifying that early in the history of the BMRI many senior officers of the University attended meetings of the Foundation, such as the Provost Professor Don Nutbeam, the Pro-Vice-Chancellor for Research Professor Tim Hirst, and the Dean of Medicine Professor Andrew Coats (see \textsuperscript{2.1}). This ensured a continual check on the operations and strategic plans of the BMRI as I reported them to the Foundation so as to ensure they conformed with both legal requirements as well as the strategic plans of the University\textsuperscript{56}. Finally I needed direct approval from the VC concerning the membership of the Foundation which I received for its inaugural members: Mr David Gonski, AC; Mr Fred Street, AM; Mr Bob Johnson, AC; Mr Oliver Richter, AO; Mr Abbott, AM; Mr Tom Cropper and Mr Smith\textsuperscript{57}.

The Faculty of Medicine, through its Dean Professor Andrew Coats, was particularly supportive at this time, so I had no worries concerning failure to adequately consult and seek advice from him within the spirit of the delegations. Following the opening of the first stage of the BMRI by Professor Bashir in September (2004), namely the clinical activities on the first level of the BSB, the Dean indicated his support and faith in the BMRI concept in a letter to me. He suggested that Professor Jurgen Goetz, a world scientific authority on Alzheimer’s Disease who had been sought out in Europe and funded by the Faculty, should be located in the BMRI (see \textsuperscript{8}). This was not possible as only the clinical stages on level one had been completed. I therefore accommodated Professor Goetz in my own laboratories in the Old Medical School for a year while the necessary building was completed.

\textsuperscript{55} (I5.6;D041203)  
\textsuperscript{56} (I21.13;D100304)  
\textsuperscript{57} (I21.3;D190104)
in the BMRI to take him and his laboratory colleagues\textsuperscript{58}. While he remained Dean of Medicine Professor Coats continued his support of the BMRI. Nine months after appointing Professor Goetz the Dean approved financing a Chair in Psychosis at the BMRI, a Chair that was eventually taken up by Professor Tom Becker\textsuperscript{59}). Professor Coats clearly showed his enthusiasm for the development of the BMRI at meetings of our Foundation, and was gracious enough to invite the members to the dinner celebrating the 150\textsuperscript{th} anniversary of the founding of the Medical School\textsuperscript{60}. I have documented the enthusiasm of the Dean of Medicine at this time, and the extent to which he was kept informed of all BMRI developments, in order to indicate how much the BMRI is indebted to him for wise council and financial support, particularly by way of new Chairs.

The enthusiasm of members of Senate as well as senior officers of the University for the BMRI project over about five years was clearly indicated by letters of congratulations that followed the financing and completion of various stages of the BMRI. In May (2006) the Federal Government announced the award of $2 million for funding the final work required to complete the BSB. This comprised level 6 constituting the animal behavior laboratories. The VC sent warm congratulations on this success\textsuperscript{61}. Later that year the continuing support from senior officers of the University, such as the Deputy Vice-Chancellor for Research Professor Tim Hirst, was evident with congratulatory letters as the funds raised from the Federal Government were announced\textsuperscript{62}. It was with great pleasure that I received a very warm congratulatory communication from our Chancellor, Supreme Court Judge Kim Santow AO, who described the Federal Government funding as “really wonderful news”\textsuperscript{63}. Of course all of this government funding meant

\begin{itemize}
\item \textsuperscript{58} (I16.1;D021204)
\item \textsuperscript{59} (I16.16;D050205)
\item \textsuperscript{60} (I14.1;D070306)
\item \textsuperscript{61} (I23.12;D030506)
\item \textsuperscript{62} (I16.3;D270705)
\item \textsuperscript{63} (I25.4;D280405)
\end{itemize}
approaches to senior ministers in Government, as well as to the Prime Minister (see 2). In each case I sought the permission of senior members of the University executive. For instance when briefing senior ministers in the Howard Government, such as Hon Julie Bishop and Hon Brendan Nelson, in relation to raising funds for the BMRI I first obtained the consent of Pro-Vice Chancellor Ann Brewer.\textsuperscript{64}

\textsuperscript{64} (I23.2;D151105)
8. INITIAL RECRUITMENT FOR THE BRAIN SCIENCES AND RAMACIOTTI BUILDINGS

In parallel with the building program at 100 Mallett Street it was necessary to identify outstanding clinicians and neuroscientists to occupy the building when complete. These were engaged as follows:

1. Professor Ian Hickie of the Faculty of Medicine.
Professor Ian Hickie, was co-opted by me to successfully apply for the Chair of Psychiatry vacated in 2002 by Professor Marie Bashir when she became Governor of NSW. I then nominated Ian as Executive Director of the BMRI in my submission to Senate that established the BMRI as a Centre of the University in March 2003. Ian subsequently took up both posts in June of that year65.

2. Professor Jürgen Götz of the Faculty of Medicine
The Dean of Medicine, Professor Andrew Coats suggested in late 2004 that Professor Jürgen Götz, a world authority on Alzheimer’s Disease, should be located in the BMRI. Professor Götz had recently been sought out in Europe and was funded by the Faculty. At this time it was not possible to fulfil the Dean’s request for, as noted in 7, only the clinical stages on level one of the BSB had been completed. When the necessary building works were finished Professor Götz and his laboratory colleagues moved into the BSB66.

3. Professors Richard Banati, Steve Meikle and Michael Kassiou of the Faculty of Health Sciences
In February (2003) the Dean of the Faculty of Health Sciences, Professor Jennifer Cox, contacted me and expressed her enthusiasm for

65 (I2.10;D120603)
66 (I16.1;D021204)
the BMRI concept and requested that I meet the Faculty’s newly appointed Professor Richard Banati at the BMRI. Although the building at 100 Mallett Street was only a demolition site at this stage, Richard was tremendously enthusiastic\(^67\). Richard then introduced me to another new member of his Faculty, Dr Steve Meikle, an expert in brain imaging destined to be a senior figure within the BMRI. Steve and Richard visited 100 Mallett Street together, and trudged through six floors spread with about 3-4 inches of pigeon dirt. It was therefore amazing that Steve, like Richard, was enthusiastic about the BMRI concept\(^68\). Richard eventually committed himself to heading the neuroimaging facility in the Ramaciotti Research building (see 5) and introduced Dr Michael Kassiou from his Faculty to the idea of developing novel radioactive ligands there. This necessitated the housing of appropriate hot cells in the Ramaciotti Building. I was very pleased to include this into the design plans which ensured that Michael Kassiou was brought into the BMRI\(^69\).

4. Professor Maxwell Bennett

I received an instruction from the new Dean of Medicine who followed Professor Andrew Coats, Professor Bruce Robertson, to leave the Anderson Stuart Building (Old Medical School) rooms that I had occupied for nearly 40 years and take up rooms in the now refurbished BSB, which I did on the 21\(^{st}\) of May (2007). Although I said to the Dean that I would prefer to stay where I was he was adamant. Presumably his reasoning was that more on-site supervision was needed for the various building programs. This was, at any rate, a disappointment to me for the BMRI was meant to be for the next generation of clinicians and researchers not for my generation.

\(^67\) (I1.9;D270203)
\(^68\) (I2.10;D080303)
\(^69\) (I2.10;D020703)(I2.10;230703)
CHAPTER 2: ESTABLISHING THE CLINICAL/TRANSLATIONAL RESEARCH & BRAIN TUMOUR/ PAIN RESEARCH (KEN PARKER) BUILDING

1. CONSULTING AND PLANNING TO ESTABLISH A CLINICAL AND TRANSLATIONAL FACILITY AT THE BMRI

In early 2004 I obtained the floor plans and occupancy information for Building F at 96 Mallett Street from Mr Tracy Harrison, the senior planner in the University of Sydney. This was the first part of a strategic plan for Building F to be incorporated into the Brain & Mind Research Institute (BMRI) for the purposes of Clinical and Translational Research. It was necessary to formulate a business case as to how this very large building, one of the largest on campus, could be most profitably used to both treat outpatients with diseases of the brain and mind and to carry out research that would lead to new treatments. The case contained a level-by-level overview of the use of Building F for the BMRI:

- Level 1, for PET and MRI;
- Level 2, for technology;
- Level 3, for clinical services;
- Level 4, for electroencephalogram and electromyogram and sleep labs;
- Level 5, accommodation rooms;

70 (I26.11;D050104)
Level 6, for applied research on the brain; and
Level 7, also for applied research on the brain\textsuperscript{71}.

This case was then presented to the Dean of Medicine (Professor Andrew Coats)\textsuperscript{72} and subsequently personally by me to the VC (Professor Gavin Brown)\textsuperscript{73}. During September (2005) I also reported on the strategic plan for Building F to the Chief Financial Officer and Operating Officer of the University (CFO/COO; Mr Bob Kotic), the Deputy Vice-Chancellor for Infrastructure (Professor Ann Brewer) and the Pro-Vice-Chancellor for Research (Professor Tim Hirst) as detailed in my reports to the BMRI Foundation\textsuperscript{74}. Taking the comments of these senior officers of the University on board, a very detailed business plan was then prepared and assessed by KPMG \textit{pro bono} concerning the use of levels 4 and 5 for clinical outpatients and translational research and level 1 for brain scanning\textsuperscript{75}.

\textsuperscript{71} (I16.15;D200705)
\textsuperscript{72} (I16.3;D010705)
\textsuperscript{73} (I13.8;D120905)
\textsuperscript{74} (I13.7;D280905),(I13.8;D120905)
\textsuperscript{75} (I22.4;D021205) (I31.2; I31.4; I31.5)
2. DECANTING A 10,000 SQUARE METRE BUILDING AT 96 MALLETT STREET

2.1 CLINICAL AND TRANSLATIONAL RESEARCH

Figure 20 The Clinical Research and Translational Building (floors 1-5) and the Ken Parker Laboratories in brain tumor research and in research on pain (floors 6 and 7) in 2008. The first five floors of this building were opened by Premier Morris Iemma in 2007 following his funding of this through the New South Wales Government. The Premier was a great and consistent supporter of initiatives in mental health funding in New South Wales, both for clinical and for basic research.
Figure 21 A floor of the future Clinical and Translational Research Building (F) of the BMRI in 1938 showing the Bond hosiery machinists at work preparing undergarments.
Figure 22 The fourth floor of the Clinical and Translational Research Building (F) of the BMRI (compare with figure 21 for the same floor in 1938). This floor is now, in 2008, for clinical patients suffering from diseases in Psychiatry and in Neurology.

Building F at 96 Mallett Street provided about 10,000 square metres of floor space and had originally belonged to the original Bond complex of buildings on Mallett Street. In 2004 it was largely occupied by the Faculty of Nursing and the top floors (6 & 7) by the very successful National Heath and Medical Research Council’s Clinical Trials Unit. Fortunately, for the expansion of the BMRI into Clinical and Translational Research, the Faculty of Nursing had just ceased to teach undergraduates. This allowed the Faculty to decant their library, cafeteria and teaching spaces from the building into areas that had become available in their other premises.
Figure 23 The Clinical and Translational Research Building (F) of the BMRI in 2008 showing the atrium joining the clinical outpatient floor 4 to floor 5. Compare with figure 22, and especially figure 21, showing photos taken from this aspect of the building at earlier times.

The decanting of nursing from building F was not straightforward. As noted below (see 3), the contract eventually signed between the University and the NSW Government for funding the refurbishments of building F, initiated by the Premier Morris Iemma, involved the expenditure of $6 million to establish clinical services and translational research. This required certain time-lines of construction to be met and these were failing in November (2006). I emphasized the urgency of the situation to Professor Ann Brewer, Deputy Vice-Chancellor responsible for allocation of space, especially with respect to decanting from level 4 destined to be the centre of our psychiatric and neurological support for outpatients. I then turned to the CFO/COO Bob Kotic, detailing timelines for decanting from levels 1 to 5 of Building F before construction could begin. I asking him for guidance as to whether it was realistic to begin construction very soon as we had contractual

76 (I30.4;D131106)
obligations with the New South Wales Government requiring certain construction deadlines. Bob Kotic, and the head of Facilities Management, Alan Masterton, then approved and supported the decanting of the Faculty of Nursing from levels 3 and 4 in addition to those on levels 1 and 2. Funds were then made available by the University for the re-establishment of the library, cafeteria, and computer facilities of Nursing in their other building at Mallett Street.

### 2.2 Brain Tumours and Pain Research: The Ken Parker Laboratories

While the first five floors of building F (about 7000 square metres) were destined for Clinical and Translational Research, the sixth and seventh floors (about 2800 square metres) were intended in our plans for Brain Tumour and Pain Research, to be called the Ken Parker Laboratories named after our great supporter (see 2 in “Establishing the Brain Sciences Building”). These floors were occupied, as noted above, by the very successful National Health and Medical Research Clinical Trials Unit who were not planning at this time to move but rather to expand their existing space requirements beyond the levels 6 and 7 they occupied. Indeed Tracy Harrison, senior planner in Facilities Management informed me in early January (2004) that it would be very difficult to persuade Clinical Trials to give up the leasing arrangements they had with the University, which were in fact quite complex. Furthermore, it would be most inappropriate to jeopardize their research by restraining the growth of their activities, especially given the great research strengths of the Unit as indicated in their annual report. Tracy Harrison stated explicitly that “unfortunately and regardless of the new tenancy arrangements on level 6 of Building F, the Facilities Management of the University are not currently in a position to reassign

77 (I30.5;D211106)
78 (I8.3;D271106)
79 (I5.1;D050104)
or allocate space on either of these levels, 6 and 7, of Building F\(^8\). Indeed “I would think that the university pushed as it is for teaching space would be inclined to let Mallett Street go for teaching” rather than be used for the BMRI\(^8\). Seven months later Professor Ann Brewer also saw considerable difficulties in our establishing the Ken Parker Laboratories on levels 6 and 7, commenting to me that I needed to establish “Critical time lines so that we can address your needs in a timely way”\(^8\).

The decanting of Clinical Trials from levels 6 and 7 became a critical issue in late 2006 for by this time the Commonwealth had made available $6 million for the use of these levels for Brain Tumor and Pain Research (the Ken Parker Laboratories). At this time I again made direct representations to Professor Ann Brewer. The urgency arose as a consequence of the University accepting the contract with the Commonwealth to erect these laboratories according to certain time lines that would not be met unless decanting of Clinical Trials occurred immediately. Professor Brewer responded to my pleas, stating that “I have given instructions, if not daily, about this”\(^8\). However her instructions at this time were to no avail.

By 2007 this failure to have Clinical Trials decanted to new premises was so urgent that we were certainly going to breach our contractual agreements with the Commonwealth concerning the allocation of $6 million for establishment of the Ken Parker Laboratories. Professor Richmond Jeremy had now taken on the responsibilities concerning space allocations, so in April 2007 I requested that he facilitate the decanting of clinical trials from level 6 and 7 of Building F as these levels had been approved by VC Gavin Brown for the subsequent development of the Ken Parker Laboratories\(^8\). Professor Jeremy’s reply, facilitated by the COO/CFO Mr Bob Kotic,
was that he was seeking alternative accommodation for Clinical Trials so they could soon decant\(^85\) and move to a building at number 6 Mallett Street\(^86\), the expenses for this to be met by the University through Mr Kotic, under instructions from the VC. This then occurred, allowing the contract for the Ken Parker Laboratories to be fulfilled.

3. Obtaining Funds for Construction

3.1 The Clinical and Translational Research Facility

I first thought it appropriate, in seeking funding for building F, to approach the Commonwealth Government. I obtained permission from Professor Ann Brewer to brief the Minister for Aging Julie Bishop and the Minister for Education and Science Brendan Nelson as to the funding requirements to set up clinical and translational research in this building\(^87\). These meetings did not succeed in obtaining funds.

In March 2006 the VC gave his personal permission for me to meet with Premier Morris Iemma in order to seek funding for Clinical and Translational Research in building F. The VC added that I may tell the Premier that “it is the University’s intention that Building F at Mallett Street be incorporated into the Brain & Mind Research Institute”\(^88\). I then approached the Premier of NSW through the officers of Mr Bruce Hawker, senior strategist for the Labor party in Australia to whom I was introduced by the ABC political commentator Mr Quentin Dempster a close friend of my cousin Marion Bennett. I sent an email to Ian Hickie asking him to join me at this meeting with Premier Iemma\(^89\). At the meeting with the Premier we placed before him a request for $6 million

\(^{85}\) (I30.6;D050907)
\(^{86}\) (I7.8;D230507)
\(^{87}\) (I23.2;D151105)
\(^{88}\) (I23.16;D140306)
\(^{89}\) (I23.4;D220206)
in order to refurbish the first five floors of Building F. Following this meeting Warwick Neilley, personal advisor to the Premier on mental health matters, commented “That the meeting provided excellent insight for BMRI’s work”\textsuperscript{90}.

At this point in the narrative it is important that I emphasize the tremendously important role played so generously by Bruce Hawker in gaining direct access to the Premier and in proselytizing on our behalf (Figure 24). Bruce is generally recognized within the Labor movement in Australia as the most effective political strategist in a generation, and is directly credited with all the Australian States as well as the Federation having Labor Governments for a period of time. Bruce was then superbly positioned to support our approaches to Labor Governments, which he did with great pleasure showing a wonderful commitment to our cause of creating a significant Institute for amelioration of diseases of the brain and mind. Without Bruce there would have been no Clinical and Translational Research Facility and, as will be seen in a subsequent chapter, no Youth Mental Health Building. He is one of a half a dozen members of the community without whose unstinted expenditure of time and effort there would not be a BMRI.

\textbf{Figure 24} Mr Bruce Hawker, the leading electoral strategist for both State and Federal labour parties in Australia. At one time, Bruce had succeeded with strategies to have all territory, states and federal governments with Labour in power. Bruce was the most generous pro-bono supporter of the BMRI and was instrumental in Premier Morris Iemma funding the Clinical and Translational Building F, the Youth Mental Health Building K, and subsequently $25 million towards a mental health hospital.

\footnote{\textsuperscript{90} (I23.10;D210306)}
As a consequence of meeting with Premier Iemma, revised and detailed plans were drawn up for the first five floors of building F\(^91\), and the costings of these determined by the Quantity Surveyor David Langdon\(^92\). The original funding requirements came out as follows:

Level 1 was intended to be used for brain scanning purposes and would cost $2.5 million; level 2 for chemistry of new drugs would cost $1.0 million; Levels 3, 4 and 5 inclusive for clinical services in psychiatry and neurology to cost $5 million inclusive; and general building services $0.8 million.

Altogether this came to $9.3 million, not the $6 million originally estimated. In order to bring the amount down to $6 million, the intentions for levels 2 and 3 were abandoned, leaving $2.5 million for scanning on level 1 and $3.5 million for clinical and translational services on levels 4 and 5. This was then the basis on which the Premier acted in the NSW budget.

The NSW budget in 2006 then announced that $6 million would be made available for building F, resulting in congratulatory messages from the VC (Gavin Brown)\(^93\) and from the COO/CFO (Mr Bob Kotic). Following this announcement I arranged a meeting between the Provost (Professor Don Nutbeam), Bob Kotic, Ian Hickie and myself to move the building F project forward according to the delegations of authority\(^94\). Also at this time Dr Richard Matthews, a Deputy Director General in NSW Health, contacted me and requested a meeting with myself and Ian Hickie in order to act on the plans for building F\(^95\). I was then able to take on the responsibilities of an on-site manager of

\(^91\) (I23.5;D130406)  
\(^92\) (I23.6;D260606)  
\(^93\) (I23.12;D030506)  
\(^94\) (I22.3;D310506)  
\(^95\) (I23.11;D230506)
financial outlays for construction in building F and to check each week that these had been carried out to specifications\textsuperscript{96}.

### 3.2 The Brain Tumour and Pain Research (Ken Parker) Facility

Mr Ken Parker, close friend of Mr Kerry Stokes AC and a guiding figure in Stokes’ Australian Capital Equity, visited the BMRI in January (2006) after taking up the role as Chair of the BMRI Foundation. He said to me that he did not want to remain Chair, but he did want to raise money for the Institute. He said that in the first instance he would approach his friend the Prime Minister, John Howard, for $4 million in relationship to the completion of parts of Building F. Ken was given the quantity surveyor’s results for the building and the business plan prepared by KPMG. He expressed the opinion that he was looking forward to the Prime Minister opening the BSB on June the 5\textsuperscript{th}\textsuperscript{97}. Alas, this was not possible for at that time Ken was seriously ill in hospital, and tragically died that year from lung cancer (see 2 in “Establishing the Brain Sciences Building”).

I was determined to enshrine the name “Ken Parker” in the BMRI, in recognition of a great Australian, who was one of those without whom there would not have been a BMRI. To this end an application was made to the Australian Government’s Capital Development Pool for the sum of $6 million towards funding the Ken Parker Brain Research Laboratories to be located on levels 6 and 7 in Building F\textsuperscript{98}. As stated in the application, this entailed “converting the existing office space into teaching areas and laboratories supporting undergraduate and postgraduate teaching and research on brain tumours and pain”\textsuperscript{99}. On receiving notification of the success of this application for the full $6 million a very positive congratulatory email was received from Professor Don Nutbeam, Provost of the University, who had approved

\begin{itemize}
\item \textsuperscript{96} (I8.7;D090107)
\item \textsuperscript{97} (I14.20;D180106-190206)
\item \textsuperscript{98} (I7.1;D020906)
\item \textsuperscript{99} (I27.1;D051006)
\end{itemize}
the application in the first place. However, I believe that the success of this application was not so much due to the outstanding arguments it contained as to the fact that Kerry Stokes, a friend of Prime Minister John Howard, acted on our behalf, seeing the proposal as a very worthy memorial to his former close colleague, Ken Parker\textsuperscript{100}. The Office of General Council of the University then cleared the contract for signing with the Commonwealth for the $6 million to build the Ken Parker Laboratories\textsuperscript{101}. This agreement between the Commonwealth of Australia’s Department of Health and the University of Sydney, states on page 42, that the “intended purpose is to conduct medical research in the amelioration of pain including migraine, neuro-inflammatory and neuropathic pain and elimination of brain tumours”. On page 41, it is stated that level 6 will be for pain research, level 7 for brain tumour research and that these will be referred to as the Ken Parker Laboratories in building F in the future. Page 41 comments that a final report on the building and its fit-out is due on the 38\textsuperscript{th} of October 2009 and that the whole project is anticipated to be finished in December 2008\textsuperscript{102}. These points were of considerable importance for through signing the contract the University had made the commitment to use levels 6 and 7 of building F for the purposes stated above. It was then incumbent on us to fulfil the contract by completing the building works on time and to appoint appropriate professors to carry out the research. For this purpose I saw to it that the difficult process of decanting the Clinical Trials Unit from levels 6 and 7 was completed on time to begin the building works (see \textsection 2.1) as well as actively recruiting brilliant research Professors, such as Bernard Balleine from Los Angles and Manuel Graeber from Munich, to guide the work.

\textsuperscript{100} (I7.6;D030207)
\textsuperscript{101} (I19.1;D310507)
\textsuperscript{102} (I6.3;D210607)(?I16.3;D210607)
4. OPENINGS THE BUILDING

4.1 THE CLINICAL AND TRANSLATIONAL FACILITY

Figure 25 Premier Morris Iemma shown in 2007 at the opening of the Clinical and Translational Research Building F walking with Professor Ian Hickie on the left, the Executive Director of the BMRI; and Professor Max Bennett on the right, the Founding Director of the institute. They are heading towards the Brain Sciences Building where the Premier announced the award by his government of $16 million to fund the new Youth Mental Health Building at the BMRI.

The 28th February 2007 issue of the University News announced that Premier Morris Iemma had opened the Clinical and Translational Centre in building F, costing $ 6 million and on that occasion announced that a further $ 10 million was committed by the State...
Government towards a new Youth Mental Health building (see Chapter 4)\textsuperscript{103}. The VC (Gavin Brown) and the Provost (Don Nutbeam) were present on this occasion at which the VC gave a very warm thank you to the Premier\textsuperscript{104}. In addition he commented that he thought “Max showed manic tendencies when it came to the building of the BMRI”.

\textbf{4.2 The Ken Parker Laboratories}

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{figure26.jpg}
\caption{Professor Max Bennett introducing the previous Prime Minister of Australia in 2008, Mr John Howard and Mr Kerry Stokes at the opening of the Ken Parker Research Laboratories. In the front row seated from right to left are Mr Kerry Stokes; Mr John Howard; Mrs. Howard; Mrs. Ken Parker and daughter; and Mr David Gonski, Chancellor of the University of New South Wales.}
\end{figure}

\textsuperscript{103} (I8.5;D28020)

\textsuperscript{104} (I14.7;D090407)
**Figure 27** Mr Kerry Stokes standing beside a portrait of Mr Ken Parker, his friend and advisor, at the opening in 2008 of the laboratories named after Ken for research on the elimination of pain and brain tumors. Mr Kerry Stokes was instrumental in persuading Prime Minister John Howard to fund the establishment of the Ken Parker Laboratories.

**Figure 28** The then new Vice-Chancellor, Dr Michael Spence, speaking in 2008 at the opening of the Ken Parker Laboratories.
Figure 29 The previous Prime Minister, Mr John Howard, reminiscing about his close friend and important supporter, Mr Ken Parker, at the time in 2008 of the opening of the Ken Parker Laboratories. It was Ken’s close relationship with the Prime Minister that persuaded him to support the building program of the BMRI.

During November (2008) I wrote to the Hon John Howard, by this time no longer Prime Minister of Australia, asking him to open the Ken Parker Laboratories named after his dear friend, if possible on the 29th of April (2009). John Howard when still Prime Minister had facilitated the BMRI obtaining $6 million from the Department of Health and Ageing for laboratory construction, so I anticipated a positive response to my request105. This I subsequently received, with John Howard’s secretary replying “Dear Professor Bennett, Mr Howard has your letter inviting him to open the Ken Parker Laboratories. Mr Howard is keen to be able to do this; however, he currently has a speaking commitment in the United States and is scheduled to arrive back in Australia next day. However, he will make allowances if you cannot change the date of the opening so that he is there on the 29th of April to open the Ken Parker

105 (134.1;211108)
Laboratories”\textsuperscript{106}. The opening of these Laboratories was a grand occasion, with besides John Howard AC, also Kerry Stokes AC, Chancellor of the University of New South Wales David Gonski AC and the previous Chair of the Reserve Bank Mr Bob Johnson AC. It was a particular pleasure to have Ken Parker’s wife Judith together with her grandchildren present. She subsequently wrote that it was a lovely occasion for her family and particularly for her grandchildren to hear what a wonderful man they had for a grandfather\textsuperscript{107}.
CHAPTER 3: ESTABLISHING THE YOUTH MENTAL HEALTH BUILDING

1. PROSPECTS FOR A NEW YOUTH MENTAL HEALTH BUILDING ON A VACANT BLOCK OF LAND

Figure 30 Derelict site of the future Youth Mental Health Building (K) facing Church Street immediately behind the Brain Sciences Research Building (G) in 2008.
Figure 31 Another image of the site of the future Youth Mental Health Building (K) in 2008.
Figure 32 The facade in Church Street of a remaining wall in front of the derelict buildings shown in figures 30 and 31 in 2008. Although all the derelict buildings were removed for the Youth Mental Health Building K to be established, the heritage council required that the facade be retained (but allowed for it to be refurbished; it can be seen incorporated into the new Youth Mental Health Building in figure 34). In the background on the left is the Brain Sciences Building (G); and on the right, the Ken Parker Research Laboratories (levels 6 and 7 of the Clinical and Translational Research Building (F)).

The vacant block of land at the back of the Basic Sciences Building, onto which those leaving the lift of that building were decanted, had on
one half the remains of a rusted iron shed and the on other half just gravel, altogether occupying an area of about 450 square metres. This offered a wonderful opportunity to establish a brand new BMRI building, unencumbered by problems with refurbishing an old building or decanting those already occupying a building (see Chapters 1 and 2). I brought this opportunity to the attention of Professor Ian Hickie, and he suggested that what the BMRI most urgently needed was a Youth Mental Health Building (YMHB). In this I agreed, with half of the building supplying outreach to adolescents in need of psychiatric support and the rest of the building dedicated to fundamental research on this topic, for example on schizophrenia.

Before any approaches could be made to the Vice-Chancellor (Professor Gavin Brown) and other University officers concerning the University accepting a YMHB as appropriate, it was necessary to obtain preliminary architectural drawings and for quantity surveyors to give us an estimate of costs, all pro bono. First I inquired as to who was the best architect in Sydney that might be interested in developing plans for a YMHB by consulting my friend the architect Glenn Murcutt. Glen is the only Australian to be awarded the Pritzker Prize, recognized as the equivalent to the Nobel Prize in architecture, so I had no doubt as to the authority of his opinion. He recommended James Grose, Senior Architect of the firm Bligh Voller Nield. James was then asked to develop architects drawings and obtain a quantity surveyor for this project, with the stipulation that the total cost come in under $18 million. All of this he did most generously, pro bono.

The splendid architectural drawings supplied by James Grose were destined to win the major prizes in architecture in Australia as well as Internationally, including the National Commendation for Public Architecture (Australia), the Sulman Award for Public Architecture (NSW), the Royal Institute of British Architects International Award (UK) and the Health Category Award of the World Architecture Festival (Spain). These drawings, together with the results of the quantity surveyor costing the building at $16,211,000, allowed me to
prepare a brochure arguing the case for the YMHB for the purposes of both seeking permission from University officers to go ahead with the project as well as persuading Premier Morris Iemma to support the project.  

2. OBTAINING PREMIER MORRIS IEMMA’S SUPPORT FOR A NEW YOUTH MENTAL HEALTH BUILDING

Figure 33 Mr Warrick Neilley who was personal advisor to the Premier, the Honorable Morris Iemma, on health matters. Warrick Neilley steered the funds allocated by the Premier to the BMRI through the various departments of government, so these funds were most effective in supporting mental health initiatives of the BMRI.

This brochure was then forwarded to Premier Morris Iemma through the good officers of his personal advisor in mental health matters, Mr Warwick Neilly, following approval from the VC (Gavin Brown) and the COO/CFO (Bob Kotic) that such an approach could be made.

At the same time as Mr Neilly was engaged to present the brochure I had the good fortune to be invited by Mr Bruce Hawker, the chief political strategist of the Premier, to a small dinner in the Opera House Restaurant for the Premier. I took the opportunity at this dinner to personally present the Premier with the YMHB brochure and to

109 (I29.2;D260906)
110 (I29.3;D011006)
111 (I8.1;D190207)
acquaint him of the need for such a building devoted to adolescent mental health\textsuperscript{112}. The importance of Bruce in our gaining support from the Premier in this and several other BMRI projects cannot be overestimated (see 3.1 in Chapter 2).

Three months later, at the opening of the Clinical and Translational Facility in building F of the BMRI (see 4.1 in Chapter 2), the Premier announced a commitment of $10 million to be made available in the next NSW Budget for the YMHB\textsuperscript{113}. In the same month the Premier officially announced a further $6 million for the YMHB to focus research “on alcohol and substance abuse and juvenile justice issues.”\textsuperscript{114}.

\begin{footnotesize}
\begin{enumerate}
\item[112] (I29.4;D011006)
\item[113] (I8.5;D280207)
\item[114] (I29.8;D280207)
\end{enumerate}
\end{footnotesize}
3. Engaging University Officers in the Youth Mental Health Building Project

Given the Premier’s public commitments to the funding of the YMHB I contacted Professor Richmond Jeremy, Acting Pro-Vice-Chancellor for Campus Infrastructure Services. I indicating to him that we had $10 million from the Premier and that we were now anticipating another $6 million from him if he was returned to office at the time of the New South Wales Government election to be held the following Saturday. I then asked for a waiver of the tender board process in relation to establishing the appointment of APP Program and Project Delivery towards facilitating the procedures involved in getting this building underway. At the end of March (2007) I was able to inform Mr Declan Devenney, Director of Strategic Procurement at the University, that I now had formal advice that the full $16 million for the YMHB project would be made available, as a consequence of the very enthusiastic support of Premier Morris Iemma for the project.

The Director of Investment at the University, Mr Greg Fernance, immediately contacted me the night after the NSW Cabinet had approved the $16 million, both congratulating us on the award and offering his services in facilitating smooth sailing through the various University requirements to be met in relation to this funding. Greg was a wonderful supporter of our efforts and often gave very important advice concerning the best way to proceed in order to follow University regulations. He subsequently determined that an appropriate application be made by the BMRI through Mr Robyn Murray, manager of Community Partnerships, for dealing with the $10 million component.

115 (I8.1;D190207)
116 (I12.4;D120307)
117 (I28.5;D250507)
of the building costs according to regulations 118 and separately for the $6 million 119.

Detailed arrangements concerning a memorandum of understanding between Sydney South West Area Health Service (SSWAHS) and the University on behalf of the BMRI needed to be in place before the Premier’s funding for the YMHB could be released to the University. This was facilitated by correspondence between Ian Hickie, the Head of SSWAHS Mr Mike Wallace, as well as the COO/CFO of the University Mr Bob Kotic. The memorandum also required signing off by Dr Richard Matthews, the Deputy Director General in NSW Health, and one of the warmest and most committed persons to supporting our efforts to improve the mental health of adolescents. All of these signatures were obtained without difficulty 120.

4. THE CONTRACT FOR A YOUTH MENTAL HEALTH BUILDING

The contract then drawn up between Sydney University and the NSW Government (represented by SSWAHS) in relation to the $10 million stated, on page 20 of Annexure B, that “a new purpose built facility, Building I (YMH), is now to be constructed (Building K) with the following levels:

- Level 1 devoted to basic genetics;
- Level 2 to basic research and genetics;
- Level 3, clinical science laboratories in cellular and in adult mental illnesses;

118 (I29.7;D070507)
119 (I6.8;D190607)
120 (I29.6;D280307)
Level 4, specialised clinical practice for treatment-resistant psychiatric illnesses. This is to be completed by February 2008\textsuperscript{121}.

These different components of clinical services and basic research in the YMHB were subsequently put in place although not exactly on the floors specified in the contract.

In late June 2007, on signing the contract, an amount of $17.6 million was transferred by the SSWAHS accountant Maria Chua to the BMRI university accountant Guru Shenoy. I was given the responsibility to expend this money for the purposes of establishing the YMHB\textsuperscript{122}. My online management responsibilities were carried out on a weekly basis\textsuperscript{123}, involving amongst other things the checking of spreadsheets detailing the costs and progress of construction\textsuperscript{124}.

Compliance with the delegations of authority and appropriate consultations over the establishment of the YMHB were maintained as indicated in the above narrative, with senior offices of the University such as the VC (Gavin Brown), particularly in relation to negotiations with the Premier\textsuperscript{125}. Enthusiasm for the success of the project came from supporters both inside the University (such as Professor Steve Leeder, Director of the Australian Health Policy Institute and previous Dean of the Faculty of Medicine) as well as outside the University (such as Mr Ryan Stokes, a Director of Australian Capital Equity)\textsuperscript{126}.

\textsuperscript{121} (I6.5;D190607)
\textsuperscript{122} (290607)
\textsuperscript{123} (I8.7;D090107)
\textsuperscript{124} (I28.0)
\textsuperscript{125} (I29.9;D131007)
\textsuperscript{126} (I16.4;D090705) (I29.5;D280207)
5. OPENING THE YOUTH MENTAL HEALTH BUILDING

Figure 34 The Youth Mental Health Building, K on Church Street, immediately behind the Brain Sciences Building (G). Compare with figures 30 to 32 showing the derelict buildings it replaced. This building was financed by Premier of New South Wales, the Honorable Morris Iemma, and opened by him in 2010 together with the Governor of New South Wales, Professor Marie Bashir, AC.

As we had promised the Premier (see 2), and as was outlined in the contract (see 4), the YMHB of four floors is now populated on two of these by Inspire and Headspace units, together with clinical suites for psychiatrists, all directly involved with the mental health and support of adolescents. The other two floors possess basic brain research laboratories, for which recruitment of brilliant research professors from
overseas was necessary. The first of these was Professor Tom Becker, a specialist in genetics concentrating on diseases of the brain such as schizophrenia. Further indication of the extent of support from the Medical Faculty was that this position was funded through the Dean of Medicine, Professor Bruce Robinson.

The opening of the YMHB by the Governor and Chancellor of the University, Professor Marie Bashir, occurred in September 2009 (Figure 35). The choice of the Governor was most appropriate given her dedicated support for adolescents over many years, and particularly for indigenous youth. It was most fortunate on this occasion that Morris Iemma was able to attend, although recovering from a life-threatening illness (Figure 36). He needed to support himself with crutches but was still able to stand with effort at the microphone and deliver an inspiring address. This touched on his experiences as Minister for Health in the NSW Government of Premier Bob Carr when files containing tragic descriptions of young prisoners in jail, obviously suffering from severe mental illness, crossed his desk. So much of the successful evolution of the BMRI is due to Morris Iemma.
Figure 35 The Honourable Morris Iemma opening the Youth Mental Health Building K in 2010 which his government funded. The Governor, Professor Marie Bashir, jointly opened the building. She can be seen in the front row of the audience together with the Vice-Chancellor, Michael Spence. Morris Iemma was recovering from a very serious life-threatening illness at this time and came to the opening of the Youth Mental Health Building on crutches.
Figure 36 The Premier of New South Wales in 2008, the Honourable Morris Iemma, at the time when he committed very large funds from his government to the BMRI for ameliorating mental health disabilities. Without his support there would have been no Clinical and Translational Research Building F, no Youth Mental Health Building K, nor the Mental Health Hospital being built at this time in Lucas Street adjacent to the BMRI.
Figure 37 The site for the new mental health hospital in Lucas Street adjacent to the BMRI in March 2013. The site had just been cleared for the building to begin. About 40% of the cost of this hospital was made by Premier Morris Iemma in his intention that the BMRI needed a hospital to augment its social commitments to those with mental disabilities.
1. PREMIER MORRIS IEMMA OFFERS $25 MILLION TOWARDS THE ESTABLISHMENT OF A BRAIN AND MIND RESEARCH HOSPITAL

In early November (2007) the Vice-Chancellor (VC), Gavin Brown, gave me permission to seek funds from the Premier to establish a Brain and Mind Research Institute (BMRI) Hospital. I subsequently responded to the VC that “Ian Hickie and I met with the Premier yesterday to discuss his views on funding the Brain & Mind Research Hospital (BMRIH), devoted to those suffering from psychiatric diseases, such as depression, schizophrenia and bipolar disorder; as well as neurological diseases such as dementia, Parkinson’s and multiple sclerosis, conditions requiring considerable support. The Premier, the Hon. Morris Iemma, agreed with the proposition that the New South Wales Government put up $25 million, which together with an amount of $10-$15 million from an operator such as St. Vincents Hospital, would allow us to establish a 70-bed hospital at the Mallett Street Campus of the BMRI. The Premier was so enthusiastic that he said not only would he put up $25 million, but he might be able to put up $35 million, which together with $15 million from the intended operator, St. Vincents, would give the $50 million necessary to establish a 100-bed research hospital with 50 public and 50 private patients”\textsuperscript{127}. Having engaged the Premier’s great enthusiasm for the BMRI Hospital concept, Mr Warrick Neilley the chief advisor to the Premier in these matters was contacted by Liz Gale, Senior Executive at St Vincents Health, emphasizing their interests in being the operator for this hospital\textsuperscript{128}. She also emphasized their enthusiasm to me\textsuperscript{129}. This successful approach to the Premier would not have been possible without it being facilitated by Mr Bruce Hawker. He was present at our meeting with the Premier as

\textsuperscript{127} (I33.1;D021107)  
\textsuperscript{128} (I33.1;D151107)  
\textsuperscript{129} (I33.4;D221107)
he was when facilitating other meetings with the Premier concerned with raising funds for capital works at the BMRI.

I then received a communication from Warrick Neilley, in which he stated that the paperwork would be soon signed off authorizing New South Wales Health and the Sydney Southwest Area Health Service (SSWAHS) to negotiate with Sydney University and the Brain & Mind Research Institute, a memorandum of understanding that would establish Australia’s first university research hospital at the Mallett Street site. He stated that “The government is looking to make $25 million available to the project over the period 2008-2010 through two payments in the two financial years of that period”\(^\text{130}\).

The memorandum of understanding that was finally agreed to, after I had been retired from the scene, was that the BMRI would have seven beds for chronic psychiatric patients in a 40 bed psychiatric facility. With the hospital primarily administered by SSWAHS and to cost $68 million, including the $25 million originating from Premier Iemma amounting to 36.7 % of the total cost (Figure 37). At this time (early 2013) the Hospital is under construction on the corner of Missenden Rd and Lucas St in Camperdown, about 100 metres from the BMRI. It will then in part provide a facility for the BMRI to support those suffering from severe mental illness, focusing the efforts of our clinicians and basic researchers in their dedication to ameliorate these diseases.

\(^{130}\) (I33.1;D191107)
Figure 38 The Governor, Professor Marie Bashir AC, at the time of the 10th anniversary of the BMRI in February 2013. She is shown here launching Professor Max Bennett’s new book, Virginia Woolf and Neuropsychiatry. Professor Bashir is standing at the same podium that she occupied eight years earlier when opening the first stage of the BMRI that was the ground floor of the Brain Sciences Building (see figure 11).

Figure 39 Mr Michael Crouch AO and Professor Max Bennett. Michael Crouch is the present chair of the BMRI Advisory Committee that replaced the BMRI Foundation; he is a great philanthropist. His recent efforts have led to the endowment of two new chairs in the BMRI: one in children’s mental health and the other in depression.
Figure 41 Three women whose moral and financial support of the BMRI concept allowed it to be realized. From left to right: Mrs Joan Barnet (philanthropist); Mrs Diana Brown, Vice Chancellor Gavin Brown’s wife, and a great supporter of the BMRI; Prof Max Bennett’s wife, Gillian Bennett, without whose continuing support through many vicissitudes there would not have been a BMRI.
EPILOGUE

In the last two years, leading up to the 10th Anniversary of the BMRI, plans have been put in place for an extensive outreach program. This consists of targeting the expertise of the clinical and research staff on two areas in Australia where there are major demographic signs of mental health decline. One is on the Sunshine Coast, which has the highest suicide rate and levels of dementia in the nation. The other involves indigenous children in North Queensland, where very high levels of fetal alcohol syndrome, trauma and autism exist. To this end I have been actively engaged on behalf of the BMRI in helping to establish the Queensland Mind and Neuroscience Institute at the University of the Sunshine Coast and the Tropical Brain and Mind Research Foundation in North Queensland, associated with the Cairns Institute, which is part of James Cook University. The Foundations for these enterprises are Chaired by Air Chief Marshal Angus Houston AC and General Peter Cosgrove AC, respectively.

Active programs are now under way involving the professorial staff of the BMRI and our Queensland colleagues in the areas of fetal alcohol syndrome, brain trauma, autism and dementia. We will both consolidate these programs and develop new ones to take in other areas such as psychiatric trauma and schizophrenia.

In addition to these initiatives, I am actively engaged with Air Chief Marshal Houston, who is Chair of the ANZAC Centenary Board, in assisting the Board establish an ANZAC Centenary Centre of Excellence in Trauma (ACCET). This Centre is to be modeled on the BMRI and to focus both clinical and basic brain research on diseases such as Post-Traumatic Stress Disorder. ACCET will significantly contribute to the rehabilitation of both veterans as well as members of the community that have been subjected to trauma, such as abused children.

The BMRI is actively engaged in the exercises briefly described above in order to discharge its commitment to significantly ameliorate
diseases of the brain and mind in Australia. The growth of the BMRI during its first ten years, together with these significant new initiatives, would not have been possible without the tremendous support of those highlighted in this brief history.