



Curtin University

ANNUAL REPORT

2013

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Cover image:

The arrival of The Herbert Mayer Collection of Carrolup Artwork at Curtin University.

In an important cross-cultural collaboration between Colgate University, in New York, Curtin University, the Mungart Boodja Art Centre and Noongar elders, a Memorandum of Agreement saw Colgate transfer to Curtin the unique collection of 122 artworks by Noongar children of the Stolen Generations at the Carrolup Native Settlement in the late 1940s.

ANNUAL REPORT 2013

2013 AUSTRALIAN MUSEUM EUREKA PRIZES



From left: Andrew Jenkin (Rio Tinto) and Scanalyse Chief Executive Officer Peter Clarke

Technology developed by Curtin spinout company Scanalyse to monitor the wear of equipment used in mining and mineral processing operations was awarded the prestigious Rio Tinto Eureka Prize for Commercialisation of Innovation. Scanalyse was established in 2005, based on the research of Curtin's Department of Spatial Sciences. In another global success story for the University, an agreement was signed in March 2013 for Scanalyse to be acquired by Finnish minerals and metals processing technology and services supplier Outotec.

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STATEMENT OF COMPLIANCE

The Honourable Peter Collier MLC
 Minister for Education; Aboriginal Affairs; Electoral Affairs
 10th Floor, Dumas House
 2 Havelock Street
 WEST PERTH WA 6005

Dear Minister

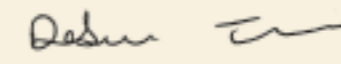
In accordance with section 61 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the Annual Report of Curtin University of Technology for the year ended 31 December 2013.

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

Yours sincerely



Colin Beckett
 Chancellor



Deborah Terry
 Vice-Chancellor

On behalf of the University Council

Dated this 19th day of March 2014

CHANCELLOR'S FOREWORD

My first full year as Chancellor of Curtin University has been an extremely busy and interesting one.

I have taken on this role at a time of significant transition for Curtin, as it readies itself for a new educational landscape characterised by increasing local and international competition and fast-paced technological change. In this altered landscape, traditional learning practices and environments are undergoing rapid transformation.

Curtin's new strategic plan (2013–2017) inspires the Curtin community to lead the revolution that is currently occurring in higher education, positioning the University to make a greater difference than ever before. To achieve this, the University needs to make some structural changes and these have been in evidence throughout the year, with a number of major projects designed to sharpen both its academic and administrative capabilities. More information on these is included in the Vice-Chancellor's report.

Recognising that Curtin's people will be critical to the realisation of its new vision, the Living Our Values project has been a particularly important undertaking during 2013. A strong and successful organisational culture is one that lives and breathes a set of shared values that resonate at a personal level. Curtin has been engaging with staff and students to determine what values are currently shaping everyday decisions, actions and behaviours, and how these values may need to change to take the University to new heights. I am confident this project will help to more strongly unite the University community as it prepares for a bold new future.

Physically, the University is also preparing for big changes. In 2013 the Curtin master plan was announced, outlining the ways Curtin's Bentley Campus will be transformed into an innovative, creative city precinct over the next 20 years. This major development will not only offer a vibrant environment for people to live, work, study and do business, but will also help model the way forward for sustainable urban living.

Of course, Curtin's preparations for the future have not diminished the important everyday work of the University or its existing relationships and collaborations. The launch of the Curtin Law School in February 2013, for example, celebrated the considerable work done by leaders from within the legal profession and academia to establish Western Australia's newest law degree.

Similarly, almost a decade of complex scientific work came to fruition in July when the Murchison Widefield Array (MWA) radio telescope began operations. A precursor telescope to the \$2 billion Square Kilometre Array (SKA) project to build the world's largest and most sensitive radio telescope,

the MWA will give scientists an unprecedented look at the Universe. This incredibly important international project involves 13 institutions across four countries, and is led by Curtin.

Given the University's longstanding commitment to equity and social inclusion, it was exciting to learn that Curtin had won the competitive national bid to host the prestigious National Centre for Student Equity in Higher Education for the next three years. The centre will promote and disseminate best practice in student equity, and advise government on evidence-based policy initiatives arising from this research.

Another significant event for the University in 2013 was the retirement of its Vice-Chancellor, Professor Jeanette Hackett, after seven years at the helm. Professor Hackett assumed the leadership role during increasingly complex times for the higher education sector, and I know the Curtin community is grateful for the very strong position in which she left the University.

Following an extensive international search, Professor Deborah Terry has been appointed as Curtin's new Vice-Chancellor. An internationally recognised scholar with many years of senior leadership experience, Professor Terry left her post as Senior Deputy Vice-Chancellor at the University of Queensland to take up her new position at Curtin in February this year. I would like to take this opportunity to thank Professor Colin Stirling, who has done an admirable job in acting in the Vice-Chancellor's role since August.

I would also like to thank members of Council for the continuing good governance they provided to the University and the support they have provided to me as Chancellor. I would particularly like to recognise outgoing Pro Chancellor Ms Zelinda Bafle for her valuable contribution over three years in this deputising role, as well as other departing members, Dr Jan Sinclair-Jones, Associate Professor Kerry Smith, Mr Marco Schultheis and Ms Marion Devé. I welcome new members this year, Ms Eva Przenioslo, Professor Glenda Scully, Ms Sue Wilson and Mr Andy Sharp, and the incoming Pro Chancellor, Dr Michael Stanford.

I look forward to being part of Curtin's further evolution in 2014.



Mr Colin Beckett
Chancellor



VICE-CHANCELLOR'S REPORT

The launch of Curtin's Strategic Plan 2013–2017 marked the beginning of significant structural change at Curtin during 2013. The new plan is a bold response to the many challenges currently being experienced by universities, including tightening financial environments, greater global competition, and learning landscapes that are being rapidly transformed by new, collaborative technologies. These are both complex and exciting times for universities and Curtin knows that, as an organisation, it must be more agile and responsive than ever before if it is to thrive in this new landscape.

As you will see from this report, Curtin instituted a number of major projects across the University during the year to help prepare it for the ambitious change agenda set out by the strategic plan. Some of these projects included Reshaping the Academic Workforce, Transforming Learning at Curtin, the Living our Values initiative, and a comprehensive review of the University's administrative functions, known as EQUIP. These projects will, among other things:

- reshape our academic workforce to offer more varied career paths and ensure academic areas are equipped to deliver on their teaching and research goals
- transform Curtin's teaching practices and learning environments to offer students more flexible, personalised and collaborative learning experiences
- refresh the University's organisational values and culture to more strongly unite the Curtin community
- redesign administrative processes so that they are simpler, faster and smarter, and free up academic time to focus on research and teaching.

We also continued our pursuit to establish a medical school.

This report provides further detail on the scope and impact of our major strategic projects, and highlights the activities and achievements of staff and students throughout 2013. The highlights are described under the four themes of the new strategic plan, namely: people and culture; research; teaching and learning; and engagement and impact.

PEOPLE AND CULTURE

As the Chancellor has already outlined in his foreword to this report, Curtin's new strategic plan emphasises the centrality of people and culture in achieving our vision. Curtin initiated a number of projects throughout 2013 to build a stronger and more unified organisational culture that is able to embrace new challenges, new opportunities and new technologies.

An engaged Curtin culture

Following the results of the 2012 Your Voice staff survey, which revealed a need for the University to review its

existing values and the extent to which they were a genuine part of the 'lived experience' at Curtin, the Living Our Values project was instigated in July. A values survey asked students and staff to reflect on their own values, Curtin's existing values and the top 10 desired values/behaviours they saw as essential for the University to be a high-performance organisation. A series of structured consultations, online forums and group events followed, to encourage dialogue and gather further feedback, concluding with a Values Summit in late November. The final recommendations of this project will be considered by Council in early 2014.

In the meantime, the University's reputation for promoting a diverse and inclusive community continued to be recognised externally in 2013. In May, Curtin was named the highest ranking university, and ranked seventh best employer nationally, for lesbian, gay, bisexual, transgender and intersex (LGBTI) workplace inclusion at the Australian Workplace Equality Awards, organised by Pride in Diversity.

A new staff 'giving' program launched at Curtin in 2013 provides a new way in which staff can further engage with the aims and values of the University. The Give to Change program encourages staff to make one-off or regular donations to the University to directly support students studying at Curtin. In the current campaign, staff are encouraged to donate to one or more of three programs: scholarships for students in financial hardship; support of Indigenous students in their university studies; funding for international aid projects carried out by the Faculty of Health Sciences' Go Global students. Curtin staff committed \$132,000 to the program in its first year of operation.

Recognising the work of high-performing staff demonstrating outstanding achievement aligned to the University's vision and values is another important way of building a strong organisational culture. The Vice-Chancellor's Awards for Excellence and Innovation provided recognition to Curtin staff in 2013 across the following categories: Providing Inspirational Leadership; Enhancing the Student Experience; Facilitating Partnerships and Engagement; and Providing Quality Service. The achievements of finalists were promoted at an awards ceremony, and videos describing the winning projects were included on the Curtin website as inspiration to others.

Workforce changes

In January 2013, staff and management signed a new Staff Enterprise Agreement – the *Curtin University Academic, Professional and General Staff Enterprise Agreement 2012–2016* – that directly supports Curtin's ability to evolve as an agile organisation. The agreement provides, for example, for greater diversity in academic roles and career structures,

Vice-Chancellor's Report (continued)

and simplifies change management, redeployment and redundancy processes. It also introduces more streamlined appeal processes for misconduct and unsatisfactory work performance.

This greater flexibility has been critical to the Reshaping the Academic Workforce project, a key initiative that will help Curtin to become a leader in teaching and research. It has enabled, for example, the creation of new specialist teaching and research roles that will enable staff to work to their strengths: whereas academic staff were previously expected to carry out both teaching and research activities, there is now scope for staff with particular expertise in teaching or research to specialise, while others can continue to work in both areas. Four schools participated in a pilot program throughout the year, with the majority of other academic areas learning from their experience and completing change proposals and implementation plans by the end of the year. The reshaping process, which will continue into 2014, will inevitably change the staffing profile of many schools across the University, although the total academic workforce will not be reduced. It has already resulted in a number of academic staff opting for redeployment or redundancy under the terms of the staff enterprise agreement.

Parallel to academic workforce reshaping, the EQUIP project has involved redesigning more than 100 administrative processes across the University to reduce bureaucracy, improve and synergise the use of technology, and encourage greater accountability and decision-making. A key aspect of the project is looking at how common functions might be consolidated across the University to improve the delivery of services. This redesign of jobs is expected to have a broad impact on how a large number of general and professional staff will work. It is anticipated that change proposals will be developed for consultation with staff early in the second quarter of 2014.

RESEARCH

In recent years, the quality, impact and volume of Curtin's research activity has experienced very strong growth. This trend aligns with Curtin's new strategic plan and our vision of becoming a more research-intensive university, delivering high-impact research in areas of strategic importance, both locally and internationally. Among Curtin's research strengths, minerals and energy, ICT and emerging technologies, health, and sustainable development continue to be of focus.

Research grants

Curtin is well ahead of its research income target (in excess of 10%) and managed to increase its 2012 Australian Competitive Grant income reported in 2013 by 8.2%. These grants included more than \$10 million in Australian

Research Council (ARC) funding including 17 ARC Discovery Projects, one ARC Discovery Early Career Research Award, two ARC Future Fellowships and two ARC Linkage Infrastructure, Equipment and Facilities grants. Curtin also received \$800,000 in direct funding from the National Health and Medical Research Council (NHMRC), with Curtin researchers playing key roles in additional collaborative NHMRC grants. More detail on these and other substantial research grants can be found on pages 16 to 18.

Building our research profile and reputation

In addition to securing more competitive research funding, Curtin's vision will be supported by building the research capacity of staff, both by retaining and supporting existing high-quality staff and attracting new iconic scholars to the University. As already described, the creation of a new research-focused role for academic staff is an important step towards this enhancement of research capability, providing capacity for staff with a strong research profile to further increase their research output and impact.

In the health sphere, the appointment of leading international health expert Professor Michael Berndt to head the Faculty of Health Sciences was a strategic addition to Curtin's growing body of iconic scholars. Professor Berndt, who is best known for his research in the areas of thrombosis, inflammation, vascular biology and biomedical diagnostics, joined Curtin in February 2013 from his most recent post as Director of the Biomedical Diagnostics Institute at Dublin City University, and as Professor of Experimental Medicine at the Royal College of Surgeons, in Ireland.

The University was also successful throughout the year in securing two prestigious WA Fellowships from the state government to bring world-class researchers to Curtin. Professor Darlene Ketten, a marine biologist and neuro-anatomist from Harvard Medical School and Woods Hole Oceanographic Institution in the US, will look at how sounds in marine environments impact marine life, including shark deterrent technologies. Professor Carole Jackson, an astronomer from New South Wales, will meanwhile lead a research team focused on the scientific exploitation of the new MWA radio telescope. The two fellows will further boost Curtin's ranks of high-profile researchers, including Professor Igor Bray (a world leader in the field of atomic collision theory) and astronomer Professor Steven Tingay (leader of the MWA project) who were both Scientist of the Year finalists at the 2013 WA Science Awards.

Professor Tingay's expertise in leading the MWA project over the past decade has brought Curtin significant national and international recognition, which was further heightened when the radio telescope officially began operations in July. A precursor telescope to the \$2 billion SKA project to

build the world's largest and most sensitive radio telescope, the MWA will give scientists an unprecedented look at the Universe. More than 700 astronomers and engineers from Australia, US, India and New Zealand will be involved in the nine inaugural MWA research programs.

Further cementing Curtin's international research reputation, the University was again listed in the Top 500 Universities in the World in the Academic Rankings of World Universities (ARWU or Shanghai Jiao Tong ranking). Nationally, Curtin was one of 19 Australian universities included in the ARWU. This important ranking attests to Curtin's research performance on the international stage.

Research partnerships

Strong community and industry partnerships are also critical to Curtin delivering long-term, high-impact research outcomes to the community. A number of such partnerships were established in 2013, including:

- the University's key involvement in the \$31 million Cooperative Research Centre for Living with Autism Spectrum Disorders that will investigate the diagnosis, education and acquisition of life skills for people living with this disorder
- the establishment of the Bankwest Curtin Economics Centre which will provide research and analysis of the top economic, financial and social issues facing Western Australia
- the appointment of Professor Xiangyu Wang as the Curtin-Woodside Professor for Oil, Gas and LNG Construction and Project Management
- the funding of a new \$1 million Chair in Petroleum Geology to enhance knowledge and capability in soft rock and petroleum geology as part Chevron's global University Partnership Program
- the awarding of a major grant from the Australian Renewable Energy Agency for work on low-emission biofuel technologies, through Curtin's Fuel and Energy Technology Institute.

Also in 2013, the International Centre for Radio Astronomy Research (ICRAR) – of which Curtin is a joint venture partner – was awarded \$26 million in funding over six years by the Western Australian Premier, the Hon. Colin Barnett, to continue to lead the state's involvement in the SKA, of which the MWA is a precursor.

The opening of Curtin's Hub for Immersive Visualisation and eResearch (HIVE) in December offers opportunities for new

and innovative types of research projects and partnerships. The HIVE is a multidisciplinary initiative made up of four large display screens with different functions, from the enrichment of research data, the enhancement of training environments, video conferencing and performance art, to the creation of new modes of creative expression. It is intended for use across the University and for encouraging interactions and partnerships with external organisations.

Commercial applications of research

Curtin's strategic plan emphasises the practical application of knowledge to address real-world issues and to effect positive change in society. Taking research outcomes to the market is an important aspect of engagement and impact, and Curtin supports staff and students to do so via the Curtin Commercial Innovation Awards. Now in their seventh year, these awards have become a focal point of the innovation calendar in Western Australia. In 2013 the first prize of \$15,000 cash and \$5,000 in-kind support was awarded to Dr Dehua Dong, Mr Xin Shao, Professor Chun-Zhu Li and Professor Gordon Parkinson for their development of an efficient oxygen separation membrane; this project also went on to win a state innovation award (see Engagement and Impact section below). A cervical spine stabilisation device secured the runner-up prize.

TEACHING AND LEARNING

The University is responding to the global transformation of education that is being driven in large part by rapid advances in online technology. Increasingly, the traditional 'lecture hall' style of learning is becoming less relevant as new technologies give rise to much more collaborative and flexible educational styles. Time and distance are no longer barriers to students engaging actively with their teachers and with each other.

Curtin's new initiatives in this area will help it to build on its already strong reputation and enrolment base. The University is currently the largest provider of higher education in Western Australia, with more than 61,700 students enrolled in 2013. Of these, more than 36,000 students were located at the main campus in Bentley in 2013, and more than 2,000 students across Curtin's other Perth metropolitan locations and at Curtin Sydney. In regional Western Australia, nearly 1,000 students attended Curtin's campuses and education centres throughout the year. In addition, more than 15,000 Open Universities Australia students were taught by Curtin during 2013. Internationally, there were nearly 3,000 students at Curtin Sarawak, in East Malaysia, and close to 2,300 at Curtin Singapore and a further 2,500 students enrolled across other offshore locations. While international enrolments – both onshore and offshore – experienced some decline in

Vice-Chancellor's Report (continued)

2013 (due in large part to the strong Australian dollar), Curtin's domestic enrolments, excluding non-award Open Universities Australia students, grew by 8% in 2013 and were particularly strong among school leavers. Postgraduate coursework enrolments grew by 1%, but postgraduate research enrolments declined by 1%.

Transforming learning practices

The Learning for Tomorrow – Transforming Learning at Curtin project, launched in February 2013, provides a roadmap for Curtin to secure its place in the increasingly global education market, providing more richly interactive and personalised learning experiences that will be attractive to a wide range of students.

Over the three years of the project, courses will be restructured to ensure they are offered in a highly flexible and engaging way, with students able to take advantage of a range of new learning styles and offerings. One example of this is the 'flipped classroom' concept, where students say goodbye to large, impersonal lectures and instead prepare at home for in-class activities that allow for a much more engaging learning experience. Technology and social media tools will increasingly be employed to more actively engage students in the learning process, wherever they are located, and students will be able to develop skills in accessing and creating digital content that will be of direct application to the workplace.

Teams have been established within Curtin's faculties to support staff in developing their skills in active learning and the use of online and social learning tools. The University is transforming its learning spaces to support these more flexible and collaborative learning styles, with 11 learning spaces refurbished in early 2013 and 25 additional collaborative learning spaces refurbished in time for the start of first semester in 2014. These technology-rich, easily reconfigurable workspaces will promote increased collaboration between students and greater engagement with teaching staff. In addition, an Innovation Studio has been launched, providing a collaborative virtual workspace for the production of eLearning solutions to Curtin's teaching and learning needs, and the potential commercialisation of those solutions.

With the digital age opening up opportunities for more accessible lifelong learning, Curtin joined the ranks of other universities around the world in offering its first two Massive Open Online Courses (MOOCs) in 2013 – an astronomy course and a course dealing with the topical issue of trade between Australia and China.

The strategic plan recognises the importance of preparing students for the complex environments in which they will live and work. The Curtin Leadership Centre showed great

progress in reaching and engaging a large number of students, with more than 6,000 students participating in a variety of high-quality leadership development opportunities in 2013. In addition, more than 13,000 students were placed in co-curricular work experience programs.

Recognition of teaching excellence

Externally, Curtin's teaching and learning credentials were confirmed by a number of educational honours and rankings. Curtin Business School was again ranked among the top 10 business schools in Australia, receiving a 4 Palmes rating in the latest prestigious Eduniversal Business School Rankings. Curtin also won two awards at the Australian Government's Office for Learning and Teaching's (OLT) Australian Awards for University Teaching, and was the only Western Australian university to receive an award in the Teaching Excellence category.

ENGAGEMENT AND IMPACT

The University's practical reputation has always been underpinned by its close connections to the needs and interests of industry, government and the broader community. As Curtin has grown and matured, this connectedness has been a vital element of its success and its increasing ability to respond effectively to the needs of society through our mission to change, minds, lives and the world.

Neighbourhood engagement

In 2013 Curtin announced plans to connect with the community in a more visible way than ever before, with the launch of the Curtin master plan. This plan sets out the vision for transforming the main Bentley Campus into a university city – an attractive, vibrant hub of creativity where business, academia and the broader community will connect and innovate. The physical footprint of the campus will be developed to incorporate offices, apartments, food and entertainment facilities, health and welfare services, retail outlets, integrated public transport facilities, cultural amenities, green spaces and other services to support the needs of a large daily population: in the next 20 years, the development is planned to house 20,000 residents and accommodate a daily influx of some 73,000 visitors.

This major development will provide an important link in the urbanisation and densification of Perth, providing more housing, more jobs and more recreational facilities for the Western Australian community, and adding significant social and economic value to surrounding neighbourhoods. It will also help model the way forward for sustainable urban living, incorporating best practice in urban design, energy use, security through environmental design, use of green spaces and low-impact transport options.

In the meantime, Curtin's Place Activation Plan is revitalising the existing open spaces at the Bentley Campus, with a range of new social and recreational facilities to make the campus more lively and better connect it with the broader community. These facilities include portable outdoor furniture, pop-up markets, gourmet food vans, performances and a summer outdoor cinema. The project received the Best Planning Ideas – Small Project Award at the 2013 Planning Institute of Australia (WA)'s Planning Excellence Awards.

International engagement

A new International Enabling Plan 2013–2017 was ratified in late October, outlining the strategic priorities for Curtin to remain competitive in the international market and to strategically position the University to achieve its vision. Central to this is building bridges to Asia and beyond through its teaching and research activities. Curtin courses continued to be offered in collaboration with partners in China, Singapore, Hong Kong, Malaysia, Mauritius, Vietnam and Sri Lanka. During the year, a total of 40 international agreements were signed, including articulation agreements, Memorandums of Understanding (MOUs), sponsored student agreements, and student and staff exchange agreements. A total of 128 Curtin students participated in student exchange opportunities, and the University was successful in securing \$320,000 in AsiaBound program grants from the Australian Government to enable around 110 students to travel to Asia as part of their studies. The projects range from short-term study tours in India, China and the Philippines, to semester-length study at Curtin Singapore and clinical placements in Cambodia.

Student equity initiatives

Curtin is strongly committed to improving access to higher education for those who do not traditionally attend university. In 2013 the University received significant competitive funding from the federal government in recognition of its good work in the area of student equity and diversity. This included:

- funding of \$3.2 million over three years for Curtin to host the National Centre for Student Equity in Higher Education
- \$1.1 million reward funding from the Australian Government for Curtin exceeding its targets in relation to participation by undergraduate and postgraduate students from low socio-economic backgrounds
- \$3.5 million to deliver the Addressing Higher Educational Access Disadvantage (AHEAD) Program 2013–2015. AHEAD will seek to enhance higher education access for low-SES, regional/remote and Indigenous school students, adult learners and people not currently studying.

Community engagement

Curtin has established a number of regular projects and events to link its students and staff with the needs of the broader community, promoting a strong culture of community service that reflects the legacy of the University's namesake, John Curtin. In October each year, for example, Curtin holds its most inspiring annual community event, the John Curtin Medal award ceremony, to honour outstanding individuals or organisations that have demonstrated Curtin's qualities of vision, leadership and community service. In 2013 the awards were presented to Helena Murphy (nee Clarke) and Dr Graham Forward. Ms Murphy, 91, worked tirelessly and courageously for Indigenous rights in WA at a time of extreme racism in the 1940s and 1950s, and her efforts were a major factor in the granting of equality in education, citizenship and voting. Dr Forward, a full-time orthopaedic surgeon, established Australian Doctors for Africa (ADFA) in 2005, after initially travelling to Somalia to provide emergency medical assistance following the 2004 Boxing Day tsunami, and built ADFA into one of Australia's most respected humanitarian organisations.

The University's annual John Curtin Weekend, organised by Curtin Volunteers! and now in its fourteenth year, further promotes this community service ethos. Around 500 staff and students participated in 47 community projects across metropolitan and regional Western Australia in 2013, assisting with community events, land-care projects and the refurbishment of community buildings and facilities, among other activities.

Curtin staff continued to lend their skills and expertise to a range of high-profile organisations and community initiatives. Notable during the year were:

- the election of Professor Majella Franzmann, Pro-Vice Chancellor, Humanities, to the Council of the Australian Academy of the Humanities
- the appointment of Curtin's Dean of Engineering, Professor Moses Tade, to the ARC College of Experts – a key statutory agency advising the federal government on research matters
- the appointment by the Australian Charities and Not-for-profits Commission of Professor David Gilchrist, from Curtin's School of Accounting, to develop and facilitate a major national roundtable and policy-setting session in Canberra, in December.

Curtin also promotes the value and importance of education to the community through a range of activities, including school visits, participation in National Science Week events,

Vice-Chancellor's Report (continued)

the Innovation Festival and the annual regional Science Awareness Festivals.

Community impact

Several staff were presented with awards in 2013, in recognition of the significant contribution they have made to their profession and/or the larger community, including:

- Professor Moyez Jiwa, Chair of Health Innovation in the Faculty of Health Sciences, who was awarded the 2013 General Practice Prize in Population Health by The Royal Australian College of General Practitioners, in recognition of his leadership in extending the reach of general practice beyond the surgery
- Professor Syed Islam, Director of the Curtin Centre for Smart Grid and Sustainable Power Systems, who was awarded the prestigious John Madsen Medal by Engineers Australia, for his research towards improving the reliability of wind-generated energy entering the grid
- Professor Dianne Wynaden, from the School of Nursing and Midwifery, who was named the Australian College of Mental Health Nurses' Mental Health Nurse of the Year, recognising her leadership and advocacy for her profession
- Adjunct Associate Professor Ruth Letts, who was awarded the Lifetime Achievement Honour at the WA Nursing and Midwifery Excellence Awards
- Professor Brian Evans, from the Department of Petroleum Engineering, who was awarded the prestigious international 2013 Faculty Pipeline Award, for his contribution to expanding the number of full-time students studying and graduating in the discipline of petroleum engineering.

Some important Curtin-generated projects also received recognition throughout the year for the impact they are having in the community:

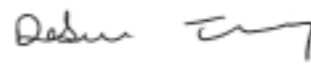
- An internationally successful School Health and Alcohol Harm Reduction Project (SHAHRP) developed at Curtin's National Drug Research Institute in the late 1990s was recognised at the National Drug and Alcohol Awards. Evaluations of the project show that students who participate in SHAHRP consume 20% less alcohol and are 19.5% less likely to drink to harmful or hazardous levels.
- The Robertson Library won the 2013 Library Board of Western Australia Award for Excellence, for its 'virtual bookshelf' technology, which provides library users with a convenient way of viewing library materials in a visual format using the cover images of books.

- Technology developed by Curtin spinout company Scanalyse to monitor the wear of equipment used in mining and mineral processing operations was awarded the prestigious Rio Tinto Eureka Prize for Commercialisation of Innovation. Scanalyse was established in 2005, based on the research work of Curtin's Department of Spatial Sciences, and, in another global success story for the University, an agreement was signed in March for Scanalyse to be acquired by Finnish minerals and metals processing technology and services supplier Outotec.
- Curtin's Fuels and Energy Technology Institute won the Mitsubishi Corporation 2013 WA Innovator of the Year Award for developing a new approach to making membranes that speeds up the transfer rate of oxygen. This technology will particularly improve processes and costs associated with the commercial production of oxygen used in medical, scientific and industrial settings.

Financial Security

Curtin achieved an operating result for 2013 of \$62.4 million. This is a considerable achievement, given global financial pressures and the uncertainties associated with student enrolment numbers and research revenues. An amount of \$78 million was spent on new equipment, facilities and infrastructure, an increase of 27% from 2012. The University will continue to exercise financial restraint in 2014 and work to increase revenues, reduce costs and increase efficiencies so that Curtin can continue to invest towards the future. The University is in a healthy financial position and is well placed to take advantage of opportunities that may arise.

I would like to end this report by thanking Professor Jeanette Hackett for the important contribution she made to the University prior to her retirement as Vice-Chancellor in August. The University has prospered under her leadership, and the Curtin community wishes her all the best in her retirement.



Professor Deborah Terry
Vice-Chancellor



ABOUT CURTIN



Curtin University is Western Australia's largest university, with more than 61,700 students. Of these, about 16,560 are international students, and more than 2,300 are research students. The University takes its name from the former prime minister of Australia from 1941 to 1945, John Curtin, and its values reflect the leadership and strength associated with one of Australia's pre-eminent prime ministers.

Curtin is an internationally focused institution which offers a wide range of undergraduate and postgraduate courses in business, humanities, health sciences, resources, engineering and related sciences. A culturally diverse university, Curtin fosters tolerance and encourages the development of the individual. A combination of first-rate resources, staff and technology makes Curtin a major contributor to tertiary education, both within Australia and internationally.

The University's main campus is in Bentley, six kilometres south of the centre of Perth, Western Australia's capital city. Curtin acknowledges the Wadjuk people of the Noongar Nation who are the traditional custodians of the land on which the Bentley Campus sits, and pays respect to all Wadjuk elders, past and present.

Curtin has two additional metropolitan campuses and regional campuses in Kalgoorlie and Margaret River. Curtin also has a campus in the Sydney Central Business District and two offshore facilities – Curtin Sarawak, in Sarawak, Malaysia, and Curtin Singapore.

The University's educational and research programs are divided across five teaching areas. Each teaching area equips its graduates with the knowledge, skills and industry experience needed to excel in their chosen profession:

- Centre for Aboriginal Studies
- Curtin Business School
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Science and Engineering.

The University is recognised for high-impact research, with 71% of its fields of research recognised as world standard and above in the Excellence in Research for Australia 2012 exercise.

Curtin has close links with business, industry, government and the community, and its courses have a strong practical focus, with many involving vocational or work experience components. As a result, Curtin graduates are career-ready and prepared, with skills that enable them to make a genuine and positive influence in a continuously changing world.

Curtin University is a trademark of Curtin University of Technology, a body corporate established under the *Curtin University of Technology Act 1966*, an Act of the Western Australian Parliament. It is domiciled in Australia.

The University is not an incorporated company under the *Corporations Act 2001*. Therefore it does not have an Australian Company Number, nor does it have a Certificate of Incorporation.

CURTIN'S BENTLEY CAMPUS IS LOCATED AT:

Kent Street
BENTLEY WA 6102

POSTAL ADDRESS
GPO Box U1987
PERTH WA 6845

WEBSITE ADDRESS
curtin.edu.au

OTHER CAMPUSES AND CENTRES ARE LOCATED AT:

Albany

The University of Western Australia Albany Centre
35 Stirling Terrace
ALBANY WA 6322

Kalgoorlie

Western Australian School of Mines
Egan Street
KALGOORLIE WA 6430

Margaret River

Margaret River Education Centre
272 Bussell Highway
MARGARET RIVER WA 6285

Perth

Perth City Campus
Graduate School of Business
78 Murray Street
PERTH WA 6000

Shenton Park

Health Research Campus
Selby Street
SHENTON PARK WA 6008

Sydney

Curtin University Sydney
Curtin House
39-47 Regent Street
CHIPPENDALE NSW 2008

Miri, Malaysia

Curtin Sarawak
Senadin
MIRI, SARAWAK, MALAYSIA

Singapore, Republic of Singapore

Curtin Singapore
90 and 92 Jalan Rajah
SINGAPORE 329162

VISION, MISSION AND VALUES



The University applies the philosophy of its namesake, former prime minister John Curtin, who said:

**“The great university ...
should look ever forward;
for it the past should be
but a preparation for the
greater days to be.”**

VISION 2030

A recognised international leader in research and education.

Curtin will be a beacon for positive change, embracing the challenges and opportunities of our times to advance understanding and change lives for the better.

We will provide richly interactive and personalised learning experiences for our students, equipping them with leadership skills for the future and valuing them as partners in education and research – and as long-term influencers of change within society.

Through high-impact research in areas of strategic importance, we will deliver outcomes of significant value to our communities locally, nationally and globally.

MISSION

To change minds, lives and the world through leadership, innovation and excellence in teaching and research.

VALUES

Integrity: to act ethically, honestly and with fairness
Respect: to listen, value and acknowledge
Courage: to lead, take responsibility and question
Excellence: to strive for excellence and distinction
Impact: to empower, enable and inspire

STRATEGIC PLAN 2013–2017



Curtin’s new strategic plan was approved by the University Council in December 2012 and was officially launched in February 2013. Capitalising on the outcomes achieved in the previous plan, the 2013–2017 Strategic Plan presents an ambitious goal to align with the University’s vision, positioning Curtin on the international stage as a leader in the provision of quality teaching and research.

The University’s mission is to effect change through world-class research and teaching focused on making a real difference. Curtin’s values underpin all activities, and the University has begun to further strengthen this values-based culture.

Curtin is pursuing its vision and mission in a climate of aggressive global competition, rapidly changing technology, financial uncertainty and a new government agenda. The new strategic plan addresses these major opportunities and challenges to support the University’s ongoing sustainability, and details a series of strategic objectives presented under four themes:

People and culture

Curtin will:

- evolve as an agile, responsive and versatile organisation, committed to leadership, innovation and excellence
- excel through dynamic staff with shared values and a common purpose
- engage students and staff as partners in a flexible, inspiring and technologically advanced environment.

Research

Curtin will:

- strengthen as a research-intensive university
- attract and retain iconic scholars to undertake world-leading research in areas of global significance

- change lives in Western Australia, the nation and the world through high-impact research.

Teaching and learning

Curtin will:

- lead in innovative education globally
- provide a richly interactive and personalised learning experience
- provide opportunity for graduates, equipping them with skills for the future.

Engagement and impact

Curtin will:

- address the major challenges facing society and meet the needs of the communities it serves
- expand its international outreach with globally relevant networks and partnerships in both teaching and research
- change the world and its workforce through its research and its graduates.

The strategic plan provides a framework for the development of major initiatives within enabling and faculty plans, in key areas such as research, teaching and learning, people and culture, student experience and international activities.

Each year, the strategic plan and the associated enabling and faculty plans are subject to an annual review process that provides for the re-examination of plans in light of the progress in implementation and changes in the environment. The 2013 Activity Highlights section of this annual report presents Curtin’s major achievements for the year and underscores the momentum the University has achieved in moving towards its vision.

REPORT ON PERFORMANCE – 2013 ACTIVITY HIGHLIGHTS



Strategic Theme 1 People and culture

Curtin will:

- evolve as an agile, responsive and versatile organisation, committed to leadership, innovation and excellence
- excel through dynamic staff with shared values and a common purpose
- engage students and staff as partners in a flexible, inspiring and technologically advanced environment.

Curtin owes its historical success to the contribution made by staff over many years. To meet the challenges of a climate of global competition and changing technology, the composition of Curtin's workforce and workplace values and culture will require the reshaping of the composition of the current workforce and changes in the systems and processes supporting the operations of the University, and living a culture that provides staff and students with values that reflect strategic themes.

Highlights of Curtin's achievements in 2013 include the following:

- During 2013 the Living our Values initiative was launched. Staff and students were invited to complete a values survey and hundreds participated in workshops, culminating in a Values Summit in November. Input received from staff participation will inform the launch of new values and signature behaviours in 2014. This initiative was in response to the results from the 2012 Curtin Your Voice survey, which indicated a high level of job satisfaction (80%) but concerns regarding the alignment of values across the institution. In addition to the Living our Values initiative we have been implementing local plans based on improving staff satisfaction and resolving other risk areas identified by staff. The Your Voice survey will be run again in 2014.
- Curtin's new Enterprise Agreement took effect in January 2013. The agreement incorporates significant changes, particularly relating to the academic enterprise and the career and work structures of academic staff. The changes provide Curtin with a greater agility to respond to the rapidly changing higher education environment and achieve productivity gains. Major changes include:
 - creation of multiple career paths for academic staff, including a new teaching academic

- removal of the 24-week restriction on teaching activity
- removal of the union veto rights on changes to workload models
- creation of additional mechanisms to set and measure research performance expectations of academic staff.

- A significant reshaping of the academic workforce is underway, which creates specialist Teaching Academic roles and Research Academic roles. Curtin is undertaking a global search for new staff to fill many of these positions to support existing high-performing staff. The creation of these new specialist roles reduces the number of traditional Teaching and Research roles required by Curtin. This results in some redundancies across the academic workforce; however, the total academic workforce is not being reduced.
- Curtin has been operating a very prescriptive and bureaucratic academic workload management system. A new system has been implemented for operation from 2014 that adds agility and flexibility to workload determination.
- In 2013 the EQUIP program was commenced to design the streamlining of administration services, processes and systems. The program goal is to remove bureaucracy, improve quality of service, empower staff to make decisions and take initiative, remove duplication, simplify and standardise processes and achieve efficiency savings of \$20 million per annum. The project is well advanced and is expected to begin having an impact by mid-2014.



Report on Performance (continued)



Strategic Theme 2 Research

Curtin will:

- strengthen as a research-intensive university
- attract and retain iconic scholars to undertake world-leading research in areas of global significance
- change lives in Western Australia, the nation and the world through high-impact research.

Among Curtin's research strengths, minerals and energy, ICT and emerging technologies, health, and sustainable development remain central to our research as Curtin becomes a more research-intensive university. Fundamental to achieving this outcome will be researchers, including a cohort of iconic scholars to undertake world-leading research in areas of global significance. Iconic scholars will be obtained by retaining existing high-quality research staff and proactively attracting world-leading scholars to further develop their research careers at Curtin. The following enabling initiatives will advance this strategy:

- acquire high-quality research capability
- leverage international partnerships
- build research culture and performance expectations
- align research incentives with international indicators.

Strategic Theme 2 is principally supported by initiatives contained in the Research Enabling Plan 2013–2017, which provides the framework for the University to progress towards its objectives.

Highlights of Curtin's achievements in 2013 include the following:

- Curtin research reportable income increased 1.5% for the 2013 Higher Education Research Data Collection (HERDC) for 2012 income. This included continued strong growth in the amount of Australian Competitive Grant income, which increased 8.2%. Publications for the 2013 HERDC (on 2012 data) comprised 1,548 publication points across books, book chapters, journals and conferences, with the proportion of journal articles continuing to increase from 59% to 65%. Completions by Higher Degree by Research (HDR) students have increased by 26% over the past three years, from 224 in 2011 to 284 in 2013, reflecting the strong growth in HDR commences between 2009 and 2011.
- Curtin was listed in the 401–500 range of the Academic Ranking of World Universities for the fifth year in a row. Maintaining this ranking over a number of years confirms the University's standing internationally.
- Curtin was successful in the award of two Western Australian Fellowships by the state government to

bring world-class researchers to WA. Professors Darlene Ketten and Carole Jackson are also the first women to be awarded these prestigious fellowships. Professor Ketten will be working in the area of marine mammal biology and acoustics, while Professor Jackson will research in low-frequency radio astronomy.

- Successes in 2013 under prestigious Australian Competitive Grant processes included:
 - a. \$5.5 million under the ARC Discovery program
 - b. \$1.95 million under the ARC Linkage program
 - c. \$1.3 million under the ARC Future Fellowship program
 - d. \$1.3 million under the ARC Linkage Infrastructure, Equipment and Facilities program
 - e. One ARC Discovery Early Career Research grant
 - f. \$800,000 in direct funding from the NHMRC, with Curtin researchers playing key roles in additional NHMRC grants in collaboration with other organisations
 - g. \$1.7 million in funding from the Grains Research and Development Corporation for crop and pasture research.
- The Science and Industry Endowment Fund (SIEF) awarded \$12.4 million to fund the geoscience Advanced Resource Characterisation Facility (ARCF). The ARCF is a collaboration between Curtin, CSIRO and The University of Western Australia (UWA), and will form a global hub for metre- to atomic-scale analysis, combined with four dimensional data integration provided by the Pawsey Centre.
- A further SIEF grant of \$4 million for the project 'Distal Footprints of Giant Ore Systems: UNCOVER Australia', led by Professor Steven Reddy, was also approved, along with a further \$1 million from industry and a \$2.5 million co-investment from the Geological Survey of Western Australia.
- Curtin researchers published six papers in *Science* and seven papers in the *Nature* journal group during the year.
- The Fuels and Energy Technology Institute, led by Professor Chun-Zhu Li, secured more than \$4 million in funding under the Australian Renewable Energy Agency, given effect through the Curtin spinout company Renergi Ltd, to continue research and development into advanced gasification technology.
- WA Premier the Hon. Colin Barnett announced state government funding of \$26 million for the ICRAR – a joint venture between Curtin University and UWA. ICRAR leads Western Australia's involvement in the international SKA project.

- Curtin was awarded \$4.8 million by the federal government as part of \$18 million of funding to research and industry organisations for the development and verification work in the lead-up to the SKA.
- The \$51 million MWA radio telescope was declared operational in July. The MWA is the most powerful low-frequency radio telescope in the Southern Hemisphere, and will give scientists an unprecedented opportunity to study radio waves that are more than 13 billion years old. This major field of study has the potential to revolutionise the field of astrophysics. Curtin Professor Steven Tingay is the director of the MWA project.
- The federal government awarded Curtin leadership of the National Centre for Student Equity in Higher Education with a \$3 million grant. The centre is designed to serve the development and implementation of national policies and best-practice initiatives related to equity in higher education.
- Health data linkage in WA received a boost in April when Lotterywest awarded the Centre for Population Health Research at Curtin and its partners – WA Department of Health, UWA and the Telethon Institute for Child Health Research – \$5.1 million to further develop the Western Australian data linkage infrastructure.
- In a project building on Curtin's innovative Building Information Modelling expertise, Curtin secured \$898,000 funding from the ARC and key industry partner Woodside to investigate new mobile computing approaches to streamlining LNG construction projects.
- Curtin established the \$1 million cross-faculty HIVE to provide a high-quality immersive data visualisation capability in conjunction with the Pawsey Centre and iVEC. The HIVE will help researchers to better interpret increasingly large and detailed datasets, while simultaneously assisting them to tackle more complex research problems.
- A multidisciplinary team led by Dr Andrew Hutchison, from Curtin's School of Design and Art, received \$480,000 from the federal government to start an ambitious project to capture through deep water 3D photography and video of the World War II shipwreck sites of the *HMAS Sydney II* and *HSK Kormoran*. Curtin's newly established HIVE will prototype some of the exhibition content.
- The Mitsubishi Corporation 2013 WA Innovator of the Year was awarded to Curtin chemical engineering researchers for creating a new approach to ceramic membrane manufacture that can be applied in the

Report on Performance (continued)

production of oxygen and other industrial process applications.

- Scanalyse Pty Ltd won the 2013 Rio Tinto Eureka Award for Commercialisation of Innovation. Scanalyse is based on a new approach to monitoring wear and accretion of mine site equipment through the application of laser-scanning technology developed in Curtin's Department of Spatial Sciences. In 2013 the University sold its shareholding in Scanalyse to multinational engineering group Outotec. The Scanalyse product is now being applied around the world to increase mine site efficiency.

- Dr James Miller-Jones, from the Department of Imaging and Applied Physics, was awarded a 2013 WA Young Tall Poppy Award. Dr Miller-Jones led the radio astronomy component of an international team studying the jets emanating from small black holes. He is second author on the resultant paper published in *Nature*. This was his second paper published in the prestigious journal in 2013, in addition to a lead-author publication in the high-impact journal *Science*.

- oZAPP is a Curtin-initiated innovation program aimed at fostering dialogue and collaboration between innovators, researchers, investors and industry, and to further stimulate innovative business culture around Australia. In 2013 the program expanded from Western Australia to be a national competition to identify Australia's best new mobile app concepts. Sponsorship to the value of \$300,000 was provided by Qualcomm Ventures, Bankwest, Optus and the US-based Silicon Valley Bank.

- Curtin will partner with industry, CSIRO and other universities to establish the National Floating Systems Research Centre and the Oil and Gas Innovation Partnership. These two complementary initiatives were announced in August by the then Prime Minister Kevin Rudd as part of Australian Labor's election commitments. The then Department of Resources, Energy and Tourism provided \$200,000 through the WA Energy Research Alliance to commence the establishment process.

- The Bankwest Curtin Economics Centre was launched in the first half of 2013 and quickly established a focused portfolio of research and engagement, designed to influence economic and social policy debates in state and federal spheres, regional and national media, and the wider Australian community.

- The impact of Curtin's research in the broader community continues to be recognised, including the School Health and Alcohol Harm Reduction Project (SHAHRP), developed at Curtin's National Drug Research

Institute. The program, developed in the late 1990s, was the first to assess the impact of an alcohol-harm reduction approach to school-based education. The SHAHRP study has since been replicated in the UK. The program was recognised at the National Drug and Alcohol Awards 2013. The research team included leader Dr Nyanda McBride (Curtin Senior Research Fellow), Ms Fiona Farrington (University of Notre Dame) and Dr Richard Midford (Curtin Adjunct Associate Professor).



Strategic Theme 3 Teaching and learning

Curtin will:

- lead in innovative education globally
- provide a richly interactive and personalised learning experience
- provide opportunity for graduates, equipping them with skills for the future.

Highlights of Curtin's achievements in 2013 include the following:

- The Learning for Tomorrow – Transforming Learning at Curtin (TL@C) University-wide strategy was implemented. This will enable the University to develop a contemporary student experience, align graduate outcomes with the expectations of employers, and remain highly competitive in a global market. A range of initiatives were implemented that will transform teaching and learning, administrative processes and student engagement:
 - A new framework for teaching and learning was developed, called Curtin Converged. All courses will be transformed into this framework, incorporating active face-to-face learning, enriched online learning, MOOCs and distributed learning, depending on the required learning outcomes.
 - A program of curriculum transformation across the University commenced with an initial 'Rapid Review'. This gave a snapshot of strengths and weaknesses in all courses, and has informed a prioritised schedule of courses for transformation during the next two years.
 - Faculty Learning Engagement Teams were embedded in faculties, providing just-in-time support for active

Report on Performance (continued)

- learning, flipped classrooms, online and social learning tools and improvements in the use of technology in classes.
- Curtin developed its strategy for MOOCs early in 2013 and launched two MOOCs during the year; astronomy in June, and Australia–China Trade in October, with almost 5,000 learners engaged.
 - A state government Royalties for Regions-funded pilot of the Curtin Converged model commenced, using video conference technology to distribute education to nursing students located in the Pilbara to classes at Curtin’s Bentley Campus.
 - Student engagement in a range of new leadership development opportunities saw about 6,000 students participate – a tenfold increase on previous years.
 - Student numbers engaged in work-integrated learning continued to rise during 2013, with more than 13,000 students placed in co-curricular work experience or curricular fieldwork placements, an increase from approximately 12,200 in 2012.
 - Engagement with all faculties was strong, with 24 initiatives funded and supported through TL@C.
 - The Curtin Extra Certificate was implemented and will be provided to certain 2013 graduates as evidence of their engagement in co-curricular leadership activities. This will help distinguish Curtin graduates as having greater leadership qualities.
 - A new study package-coding convention was approved and will take effect from the 2015 academic year. It will allow teaching areas to explore enhanced, more flexible course structures.
 - To enhance the on-campus experience, timetabling changes implemented mean that Common Free Time is now free for all students studying at Curtin’s Bentley Campus.
 - Transformation of learning spaces commenced with 11 refurbished spaces completed early in 2013. Stage 2 of the project commenced in November 2013 and will result in 25 more refurbished collaborative learning spaces. Spaces will support flexible and collaborative learning, using video-conferencing to support distributed learning, and video capture for offsite students.
 - The Innovation Studio was launched, providing a collaborative virtual workspace for the production of eLearning solutions to Curtin’s teaching and learning needs, and the potential commercialisation of those solutions.
 - Reflecting Curtin’s commitment to open access education, in 2013 there was a 39% growth in UniReady enrolments to 1,226 students (500.05 EFTSL). In addition to online courses, new programs included an open access summer intensive short program and semester-long blended learning experience on campus. Eighty-seven per cent of students who successfully completed UniReady accepted an offer at Curtin.
 - UniReady International was launched and will commence in 2014, giving students all over the world another pathway to study at Curtin.
 - Curtin Online has 25 courses with approximately 2,090 (864 EFTSL) external and online domestic students. Open Universities Australia programs counted 42,832 unit enrolments for 2013, which equals approximately 15,507 students (5,454 EFTSL).
 - The main mechanism Curtin uses for delivering interactive content and supporting learning is its Blackboard Learning Management System. During 2013 there were more than 6,198,260 logins, and a large number of students – approximately 44% – access Blackboard from mobile devices. During November 2013, there were more than 45,000 active users (including staff and students) accessing more than 3,500 units from across all faculties, while serving more than five million page requests per day. There were 8,566 live web-streaming sessions, with more than 25,900 unique users participating. In addition, there were 1.5 million viewings of recorded iLectures.
 - 2013 eVALUate measures collected showed that the percentage agreement for overall satisfaction for semester one units was 84%, and 83.6% for semester two units.
 - The Assessment and Student Progression Manual 2013 introduced significant changes to policy related to assessing student work, including electronic submission and recording of marks in Grade Centre. With 95% of semester two units using the Grade Centre to record results, students are able to track their progress and performance.
 - The Quality Teaching and Learning Framework was implemented.
 - A Teaching Excellence Framework was implemented, with criteria to support teaching-focused roles.
 - A Peer Review of Teaching program was developed and, once implemented, will strengthen and assure teaching excellence.
 - As a measure of success in innovating teaching and learning, Dr Lynne Roberts received a National Teaching Fellowship from the OLT. Six Curtin staff received 2013 Australian Awards for University Teaching. Curtin was awarded \$490,000 in OLT Grants Program funding to lead three projects to explore innovative approaches for enhancing student engagement. Curtin is also a partner institution for an additional eight OLT grants. Curtin Teaching and Learning also received \$550,000 from Health Workforce Australia to develop an Aboriginal and Torres Strait Islander Health Curriculum Framework.
 - The eScholars program continued to support academics, with \$10,000 awarded to 10 projects to innovate, conduct research and publish within one year.
 - To reflect the changing and different needs of the Indigenous students in our community, and the need for Curtin graduates to have intercultural capabilities in working with Indigenous Australians, an Associate Professor of Indigenous Learning Design was appointed.
 - Curtin’s focus on improving Indigenous outcomes was furthered with an organisational review and school review of the Centre for Aboriginal Studies (CAS). The University-wide Strengthening Indigenous Outcomes review was completed and a strategy implemented, including the appointment of a new Director for CAS and an Elder in Residence position.
 - An Educational Research for Early Career Academics program supported 69 staff in progressing their research in teaching and learning in 2013.
 - The Foundations of Learning and Teaching supported more than 500 employees during 2013.
 - There is renewed focus on student English-language proficiency, with each commencing student now completing a diagnostic Post-Entry Language Assessment. English-language development is also embedded in course learning outcomes.
 - New articulation agreements were executed with the Australian Football League SportsReady, the Australian Institute of Commerce and Technology, Canning College, and the Central Institute of Technology. The focus is on collegial and proactive relationships with providers, ensuring greater access to a broader cohort of students and with emphasis on improved academic outcomes.
 - Significant improvements were made to the administration of student payments, through the implementation of Curtin ePay.
 - OASIS, Curtin’s student portal, marked its tenth anniversary during 2013. Student satisfaction with OASIS ranges from 85% to 97% across Curtin campuses.
 - Curtin exceeded its 2013 Mission Based Compact targets for low-SES participation, and received more than \$1 million in Reward Funding from the then Department of Industry, Innovation, Climate Change, Science and Tertiary Education (now the Department of Education).
 - Curtin secured \$3.5 million from the then Department of Industry, Innovation, Science, Research and Tertiary Education (now Department of Industry) to deliver the AHEAD Program 2013–2015. AHEAD will enhance higher education access for low-SES, regional/remote and Indigenous school students, adult learners and people not currently studying.
 - Curtin received an additional \$1.2 million over three years towards its existing Australian Indigenous Mentoring Experience (AIME) program. AIME pairs university students with Indigenous high school students to help them succeed at high school and enter university.
 - Curtin was named the Highest Ranking University for LGBTI equality at the national Pride in Diversity Awards in May, and equal seventh-best employer nationally.
 - The Robertson Library won the Library Board of WA Award for Excellence 2013 for the ‘virtual bookshelf’ technology that has been made freely and openly accessible to national and international libraries.
 - Extensive library renovations were undertaken and completed to increase facilities and extend the library’s operating hours.

Report on Performance (continued)



Strategic Theme 4

Engagement and impact

Curtin will:

- address the major challenges facing society and meet the needs of the communities we serve
- expand our international outreach with globally relevant networks and partnerships in both teaching and research
- change the world and its workforce through our research and our graduates.

Highlights of Curtin's achievements in 2013 include the following:

- In 2013, 40 international agreements were signed including articulation agreements, MOUs, sponsored student agreements, and student and staff exchange agreements. These agreements focused on collaborative research, student exchange and student recruitment pathways through articulation to Curtin campuses.
- Student numbers from Curtin articulation agreements fell slightly in 2013 to 376, from 396 in 2012. The decline of 20 students was mainly attributable to declines from partners in China and Norway. Despite the decline in student admissions, the number of active articulation programs increased in 2013 to 26, from 18 in 2012, 15 in 2011 and nine in 2010.
- In June 2013 Curtin participated in an Australian Technology Network (ATN) of Universities delegation to Brazil to raise the profile of the ATN network and develop a research network that connects Australian and Brazilian companies and the ATN universities. The ATN is actively involved in the Science Without Borders program, primarily funded by the Brazilian government, encouraging research exchange activities. Each of the ATN universities was represented by senior international and research management staff.

- Nine new student exchange agreements were signed, including agreements with Ludwig Maximilian University of Munich, Stockholm University, and Nanyang Technological University, in Singapore. These agreements allow for increased participation in exchange and study abroad programs across Curtin by students in each faculty.
- A total of 837 international students sponsored by the Australian Government's AusAID program (now Australian Aid), foreign governments and universities, and international companies, were enrolled at Curtin in 2013. Australian Aid student numbers have continued to hold firm. The main source countries for these students are Indonesia, Papua New Guinea, Vietnam, Iraq, Bangladesh, the Philippines, Bhutan, East Timor and the African continent. The largest source of sponsored students other than Australian Aid continues to be the Saudi Arabian Cultural Mission.
- In 2013 a total of 128 Curtin students participated in student exchange opportunities. Curtin continued to provide travel grants to assist those students who participated in student exchange programs. Successful applications for additional Commonwealth funding continued to support these programs.
- Curtin was successful in securing \$320,000 in AsiaBound program grants from the Australian Government during 2013. This funding will see around 110 students across 12 projects travel to Asia as part of their studies. The projects range from short-term study tours in India, China and the Philippines, to semester-length study at Curtin Singapore and clinical placements in Cambodia.
- In 2013 Curtin's international onshore student enrolment at Bentley and other WA campuses contracted to 7,895 students, resulting in an 8.7% decline in load to 5,765 EFTSL. This decline is in part the result of lower numbers of students coming through pre-University pathways and the continued high value of the Australian dollar.
- The Curtin International Admissions team transitioned to a paperless processing system during 2013 that also saw the development of an integrated 'dashboard' that tracks application progress. This has positively impacted turnaround time for student applications, and allowed all parties to have visibility of progress of any given application.
- Curtin courses continued to be offered in collaboration with partners in China, Singapore, Hong Kong, Malaysia, Mauritius, Vietnam and Sri Lanka. During 2013 a cycle of quality audits was completed with offshore partners



Report on Performance (continued)

that saw each offshore partner and campus audited by Curtin. The new Deputy Vice-Chancellor International quality audit framework, developed to embed Curtin's requirements under the Tertiary Education Quality and Standards Agency (TEQSA) Threshold Standards into the audit cycle and documents, was used for these audits.

- Curtin College continued to be the major pathway provider for international students; however, a decrease in the number of students enrolling at the college in 2013 had a corresponding impact on numbers of students progressing to Curtin. New pathways to Faculty of Health Sciences courses were agreed in 2013 for enrolments in 2014. In 2013, 355 Curtin College graduates articulated to Curtin. Ninety-seven per cent of Curtin College graduates progressed to Curtin degree programs in 2013. Recent increases in pre-university pathway visa applications indicates that this pathway will continue to be a significant source of onshore international enrolments as numbers recover.
- The process of implementation and monitoring of the quality management system ISO 9001:2008 was continued across all Curtin branch campuses in 2013. Curtin International underwent audits for the ongoing maintenance of ISO 9001:9008 accreditation to cover the systems and procedures in relation to the quality assurance for transnational education programs undertaken by Curtin at offshore locations, as well as Curtin International onshore processes and procedures. Each branch campus also holds its own separate ISO accreditation.
- Curtin continued to participate in the Streamlined Visa Processing scheme overseen by the Department of Immigration and Border Protection. Curtin has continued to maintain its risk rating of Assessment Level 1, based on the student visa statistics for 2013, which is evidence of the ongoing management of student visa risks and monitoring policies of the University.
- Curtin underwent an assessment of English Language programs in 2013, submitting evidence to TEQSA of meeting the National ELICOS (English language intensive courses for overseas students) Standards. This registration process was completed in October for assessment by TEQSA prior to the end of 2013.
- The University achieved its 2013 target of ranking second among the Western Australian universities for share of positive media voice, peaking in the third quarter at 36.6%, only 0.3% behind UWA. The extensive news coverage in October on the announcement of billionaire Andrew Forrest's \$65 million research donation through

UWA widened this margin in the fourth quarter; however, Curtin maintained its target ranking and finished the year with a 33.35% share of positive media voice behind UWA with 40.07%.

- The measure of the key performance indicator of Graduate Reputation is alumni engagement as shown in the Alumni Survey. The relevant question in the survey is: "How likely would you be to recommend Curtin as a university to your family, colleagues or friends?" No target was set for 2013 (no measure had been developed). The target for 2014 is a net promoter score (NPS) of 28, which was achieved in the 2013 survey. Industry averages for NPS are traditionally between 5% and 10%, meaning Curtin's Alumni NPS of 28% is a very positive result.



REPORT ON OPERATIONS

GOVERNANCE OF THE UNIVERSITY

The Council is the governing body of the University, and its powers are set out in the *Curtin University of Technology Act 1966 (WA)*. It has “the management and control of the property and affairs of the University and may do all such acts and things as it may think best calculated to promote the interests of the University”.

The Act provides for a Council comprising the Chancellor, Vice-Chancellor, members appointed by the Governor, a nominee of the State Minister for Education, co-opted members, members elected by the academic and general staff, members elected by students, members who are members of bodies that represent the interests of the University in places other than at the Bentley Campus, a member of the Academic Board, and a member of the Alumni Association.

Council met on nine occasions in 2013 (eight regular meetings and one special meeting). Council members' forums were also conducted on:

- higher education policy, with Ms Belinda Robinson, CEO, Universities Australia
- higher education regulation and standards, with Dr Carol Nicoll, Chief Commissioner, TEQSA
- Living Our Values Initiative.

At its meeting on 8 August 2012, Council elected Mr Colin Beckett to the position of Chancellor for a term of three years, which commenced 1 January 2013.

At its meeting on 13 February 2013, Council elected Dr Michael Stanford CitWA to the position of Pro Chancellor for a term that commenced on 1 April 2013 and ceases on 1 December 2014.

At its special meeting on 4 October 2013, Council approved the appointment of Professor Deborah Terry to the position of Vice-Chancellor for a term of five years.

Key governance-related activities considered by Council in 2013 included:

- approval of the following:
 - proposal pertaining to the size and composition of Council
 - Library Rules
 - Land and Traffic Amendment By-Laws 2013
 - revised Risk and Compliance policies
 - revised Appointment, Performance and Remuneration of Executive Managers procedures
 - revised Honorary Awards policy and related procedures

- amendments to the Policy Framework policy and Policy Framework procedures.

- noting the following:
 - reports on the University's performance against key performance indicators, measures and targets identified in the Strategic Plan 2013–2017
 - financial management reports
 - investment reports
 - reports on Health and Safety Performance
 - reports on Equal Employment Opportunity
 - reports on Professional Standards and Conduct
 - reports on the application of the Common Seal.

Major strategic issues considered by Council in 2013 included:

- approval of the following:
 - vision, mission and KPIs, measures and targets for the Curtin Strategic Plan 2013–2017
 - capital program 2013–2016
 - Curtin master plan
 - budget for 2014.

To inform and enhance Council's role in shaping the strategic direction of the University, a series of strategic conversations and portfolio presentations were undertaken in 2013 as part of Council's meeting program.

Strategic conversations included:

- risk and culture
- role of Academic Board
- Curtin master plan
- Living Our Values initiative.

Portfolio presentations included:

- EQUIP project
- teaching and learning
- research
- Faculty of Humanities.

MEMBERS OF COUNCIL FOR 2013

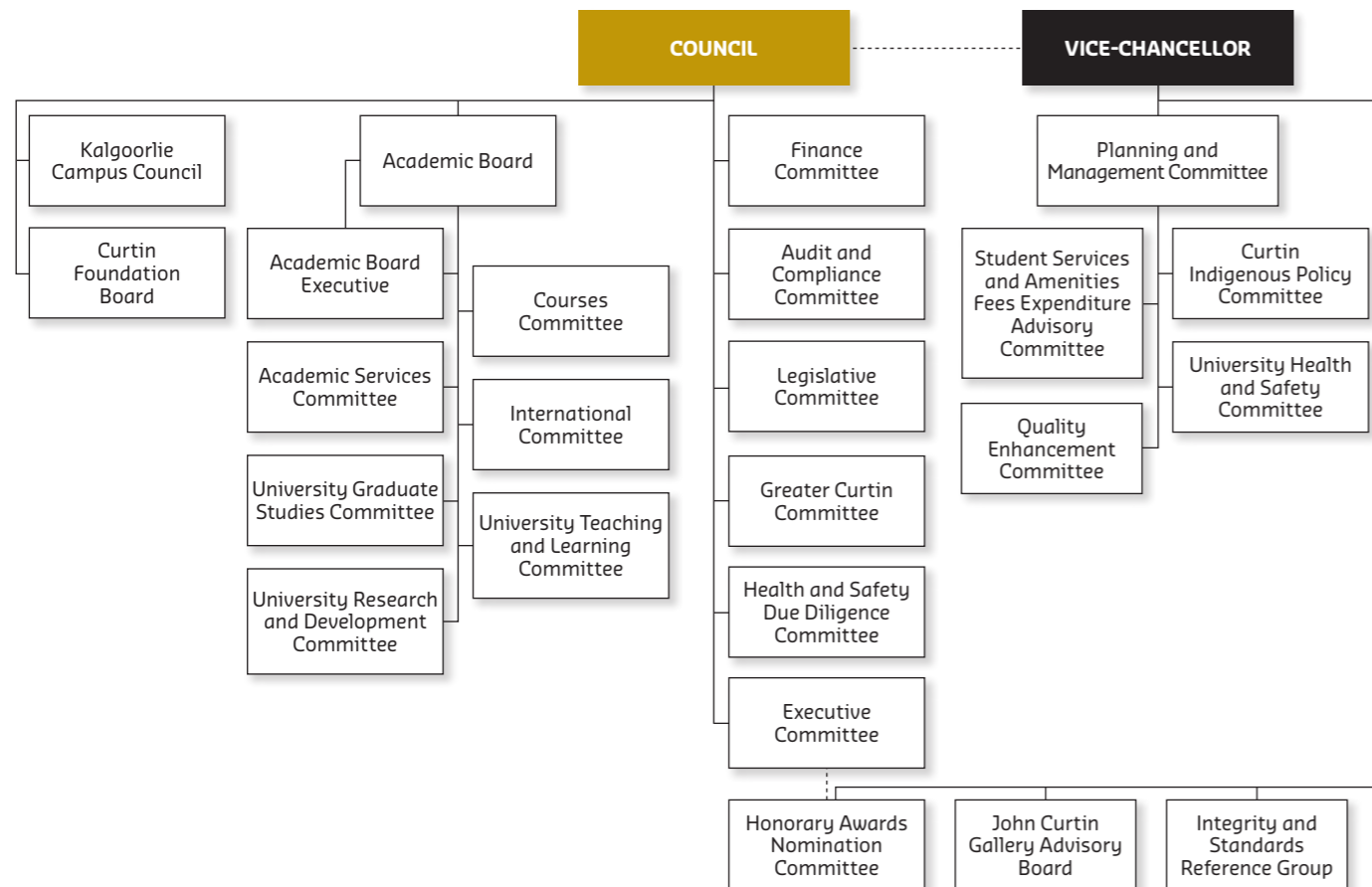
	Commenced	Terminated	Due to expire
Members appointed by Governor in Council			
Mr Colin Beckett (Chancellor from 01/01/2013) MA (Cantab) MICE	19/10/2010	31/3/2013	
Mr Chris Bennett BCom (UWA) C.A	01/04/2012 01/04/2009 25/05/2006	current 31/03/2012 31/03/2009	31/03/2015
Mr Kim Bridge BBus	15/11/2011	current	14/11/2014
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)	01/04/2013 20/04/2010	current 31/03/2013	31/03/2016
Mr Keith Spence BSc Hons (Tas) FAIM	01/04/2012 01/04/2009 20/06/2006	current 31/03/2012 31/03/2009	31/03/2015
Dr Michael Stanford CitWA MB BS (UNSW) MBA (MacqU) Grad Cert LCC (ACU) FAFPHM FAIM FAICD	13/12/2011 02/12/2008	current 01/12/2011	01/12/2014
Member nominated by the Minister for Education and Training			
Ms Sue Wilson LLB (UWA)	03/05/2013	current	02/05/2016
Member who is the Chief Executive Officer			
Professor Jeanette Hackett AM (Vice-Chancellor) BJuris LLB LLM (UWA) PhD (Curtin) FAIM MAICD	14/08/2006	08/08/2013	ex-officio
Professor Colin Stirling (Acting Vice-Chancellor) BSc (Edin) PhD (Glas)	09/08/2013	current	16/02/2014
Members elected by full-time academic staff			
Professor Glenda Scully BCom (Melb) MAcc (UWA) PhD (UWA) FCA	01/04/2013	current	31/03/2016
Dr Jan Sinclair-Jones BA Hons (Murdoch) B.Social Science (Curtin) PhD (Curtin)	01/04/2011 01/04/2008 01/04/2005	05/07/2013 31/03/2011 31/03/2008	
Associate Professor Kerry Smith BApp Sc (ILS) (WAIT) MA (Murdoch) PhD (Murdoch) FALIA	01/04/2010	31/03/2013	
Members elected by students			
Ms Marion Devé	01/01/2013	31/12/2013	
Ms Eva Przenioslo	01/01/2013	31/12/2013	
Member elected by full-time salaried (general) staff			
Mr Marco Schultheis BCom (Fin&Mktg) (Curtin) MStratMktg (Curtin) Assoc Dip Engineering (TAFE) GAICD	18/06/2010	17/06/2013	
Mr Andy Sharp BLarch (Canberra) MBA (Curtin)	18/06/2013	current	17/06/2016
Co-opted Members			
Ms Zelinda Bafle (Pro Chancellor from 01/04/2010) LLB (UWA) FAICD	01/04/2010 01/04/2007 24/06/2004	31/03/2013 31/03/2010 31/03/2007	
Mr Colin Beckett (Chancellor from 01/01/2013) MA (Cantab) MICE	01/04/2013	current	31/12/2015
Mr Steve Scudamore BA Hons (Oxford) MA (Oxon) FINSIA FAICD	01/04/2011	current	31/03/2014
Mr Gene Tilbrook BSc DipComp MBA (UWA) AMP (Harvard) FAICD	01/04/2012 01/04/2009	current 31/03/2012	31/03/2015
Member who is a member of the Academic Board elected by and from the Academic Board			
Associate Professor Linley Lord DBA (Curtin) Postgrad Dip Bus (Human Resource Development) (Curtin) BSc (UWA)	01/04/2012	current	31/03/2014

Report on Operations (continued)

GOVERNANCE STRUCTURE (AS AT 31 DECEMBER 2013)



Members of Council: From left to right: Steve Scudamore, Keith Spence, Professor Glenda Scully, Associate Professor Linley Lord, Kim Bridge, Eva Przenioslo, Dr Michael Stanford (Pro Chancellor), Colin Beckett (Chancellor), Professor Colin Stirling (Acting Vice-Chancellor), Andy Sharp, Marion Devé, Chris Bennett and Gene Tilbrook.
Absent: Michael Lishman, Sue Wilson.



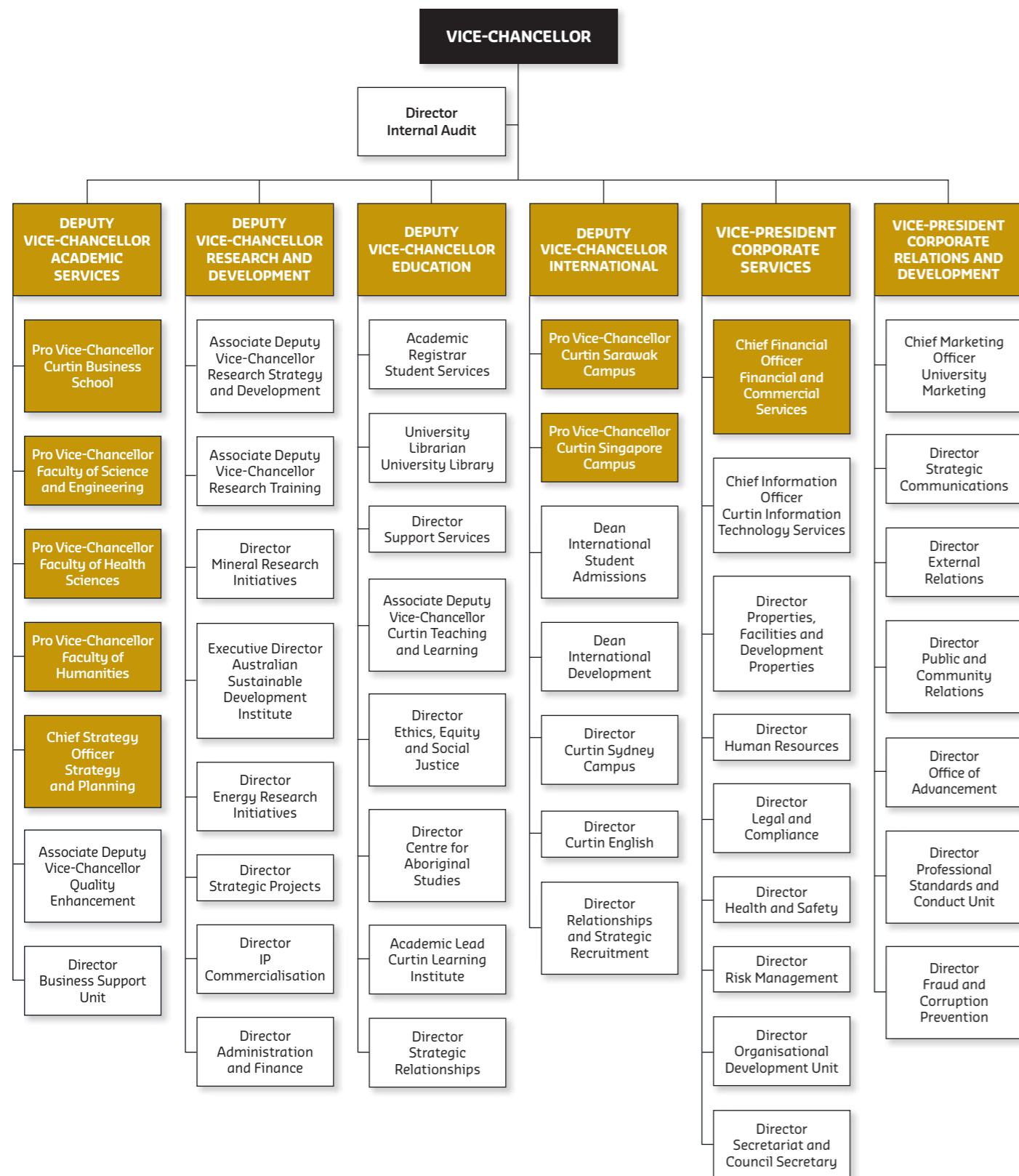
ADMINISTRATIVE STRUCTURE

Senior Officers

Vice-Chancellor	Professor Jeanette Hackett (1 January 2013 – 8 August 2013 on leave from 09/08/2013 until her retirement in February 2014)
	Professor Colin Stirling (Acting 9 August 2013 – 31 December 2013)
Deputy Vice-Chancellor, Academic	Professor Colin Stirling (1 January 2013 – 8 August 2013)
	Professor David Wood (Acting 9 August 2013 – 31 December 2013)
Deputy Vice-Chancellor, International	Professor David Wood (1 January 2013 – 8 August 2013)
	Professor Simon Ridings (Acting 9 August 2013 – 31 December 2013)
Deputy Vice-Chancellor, Research and Development	Professor Graeme Wright
Deputy Vice-Chancellor, Education	Professor Jill Downie
Vice-President, Corporate Relations and Development	Ms Valerie Raubenheimer
Vice-President, Corporate Services	Mr Ian Callahan
Pro Vice-Chancellor, Curtin Business School	Professor Tony Travaglione
Pro Vice-Chancellor, Health Sciences	Professor Clare Pollock (1 January 2013 – 3 February 2013)
	Professor Michael Berndt (4 February 2013 – 31 December 2013)
Pro Vice-Chancellor, Humanities	Professor Majella Franzmann
Pro Vice-Chancellor, Science and Engineering	Professor Andris Stelbovics
Pro Vice-Chancellor, Curtin Sarawak	Professor Ian Kerr (1 January 2013 – 6 July 2013)
	Professor James Mienczakowski (7 July 2013 – 31 December 2013)
Pro Vice-Chancellor, Curtin Singapore	Professor Robert Evans
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Mr Marco Schultheis

Report on Operations (continued)

ORGANISATIONAL CHART



STAFFING MATTERS

Staff Summary

FTE of academic and general staff as at 31 March 2013 (excluding hourly paid/sessional staff)

	Continuing/ Permanent	Fixed Term/ Temporary	Total
Academic staff	726.6	647.5	1,374.1
General staff	1,321.2	466.7	1,787.9
Total	2,047.8	1,114.2	3,162.0

Staffing Policies and Initiatives

The Vice-Chancellor's Awards for Excellence and Innovation

The Vice-Chancellor's Awards for Excellence and Innovation recognise the innovative work of high-performing staff who demonstrate outstanding achievement aligned to the University's vision and values. There were 10 finalists in 2013, from which four winners were selected: Professor Dawn Bennett (Providing Inspirational Leadership); Andrew McDonald (Enhancing the Student Experience); CBS External Relations Team (Facilitating Partnerships and Engagement); and Electron Microscope Facility Team (Providing Quality Service).

Academic Study Program procedures

The Academic Study Program Procedures (ASP) were approved in August 2013 to replace the Academic Study Leave procedures. The revised procedures allow for eligible academic staff to apply for either up to six months ASP after three years of continuous service or up to 12 months ASP after six years of continuous service. The purpose of ASP is to provide for a period of intensive research and professional development that will benefit both the University and the academic staff member, primarily in one or more fields of research.

Higher Degree support for Academic Staff procedures

The new Higher Degree Support for Academic Staff procedures support the Staff Development and Performance policy by providing academic staff with the opportunity to apply for a period of support while undertaking a higher degree.

Proactive recruitment

The trial of the proactive recruitment strategy to identify and source high-calibre academics against specifically defined skill sets proved to be very successful. As part of the

consultative process, hiring managers are presented with a portfolio of potential candidates in the form of a mindmap of best-in-field within specific fields of research, supported by citation reports and individual profiles. Additionally, talent management software was implemented to facilitate the management of specific talent pools, and a mobility register for professional and general staff was designed and will be launched in 2014.

Industrial Relations

Enterprise bargaining

The Curtin University Academic Professional and General Staff Enterprise Agreement 2012-2016 covering the majority of University staff was approved by Fair Work Australia and came into effect on 13 January 2013. The agreement replaces two separate agreements covering academic and general staff. It also provides for the establishment of diversity in academic roles and career structures, which have not existed previously. The agreement includes a 4% per annum pay increase to 30 June 2016. Other changes include simplified change management, redeployment and redundancy processes, and more streamlined appeal processes for misconduct and unsatisfactory work performance.

Reshaping of the academic workforce

In implementing the University's new strategic plan to double research quality, output and income by 2017 and investing in quality teaching and learning to deliver outcomes such as engaging one million learners in higher education by 2017, Curtin commenced a major change in the composition and structure of the academic workforce. These changes are designed to improve and add to the capabilities of the workforce to meet the strategic plan outcomes and to implement a series of new academic career pathways for academic staff.

In June 2013 the National Tertiary Education Industry Union notified of a formal industrial dispute. As the dispute was not resolved, in early August 2013 the University took the unusual step of making application to the Fair Work Commission (FWC) for assistance in resolving it. The substance of the dispute was distilled to a need to provide additional information to staff during the change consultation process. With the provision of more detailed information to staff, the reshaping process proceeded. The reshaping process is resulting in the abolition of some traditional teaching and research academic positions (with associated redundancies) and their replacement with specialist teaching academic positions and specialist research academic positions.

Report on Operations (continued)

Individual staff disputation in Fair Work Australia/ Fair Work Commission

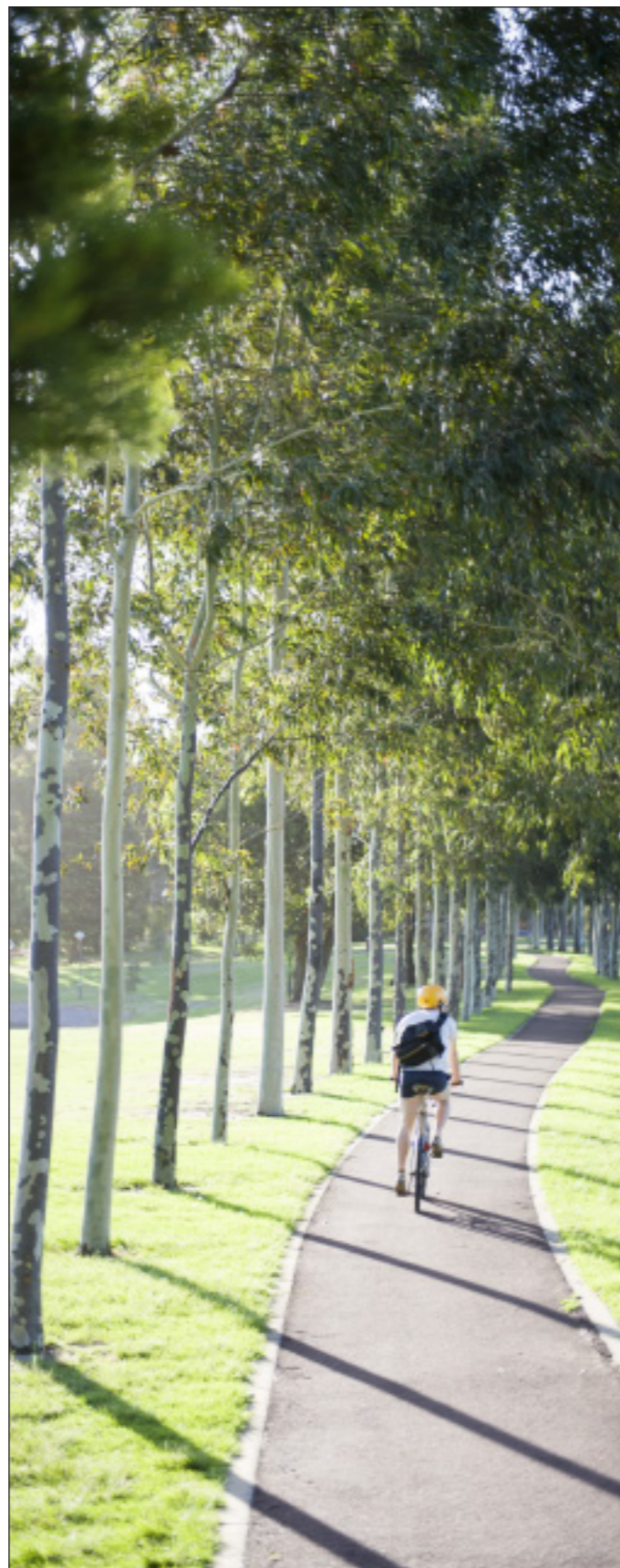
A number of claims made against the University were brought before Fair Work Australia / FWC. Two disputes involved claims from former fixed-term staff members in relation to offers of employment; one included a claim of misrepresentation and adverse action. Both matters lapsed, through want of prosecution; however, one former staff member continued to pursue an internal complaints process. All these complaints were resolved to the satisfaction of the University.

Four individual disputes were lodged that involved staff members aggrieved about a disciplinary penalty imposed under a misconduct process. Following FWC conciliation and any settlement thereto, the staff members or former staff members withdrew their applications.

One long-running dispute before the FWC dealt with a number of contractual issues, and also involved a related matter in the Federal Court of Australia for a claim of underpayment of travel allowance. The second dispute was resolved with a settlement payment to the staff member, withdrawal of all claims and their resignation from the University.

Another dispute involved a staff member aggrieved about their failure to gain promotion. This matter was resolved. The decision not to award promotion stands.

One claim for constructive dismissal was lodged in the FWC and it will be heard in March 2014.



Health and Safety, Workers' Compensation and Injury Management

2013 Reportable Key Performance Indicators

Measure	Actual Results			Results against Target	
	2011	2012	2013	Target	Comment on Result
Number of fatalities	0	0	0	0	Meets target
Lost time injury/disease (LTI/D) incidence rate*	0.45	0.26	0.16	0 or 10% improvement on the previous 3 years	Exceeds target 38% improvement on previous year
Lost time injury/disease (LTI/D) severity rate†	11.8	7	0	0 or 10% improvement on the previous 3 years	Exceeds target 100% improvement on previous year
Percentage of injured workers returned to work within^:				Greater than or equal to 80% return to work within 26 weeks	Exceeds target
(i) 13 weeks	N/A	87%	64%		
(ii) 26 weeks	100%	100%	86%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	≥50%	74%	88%	Greater than or equal to 80%	Exceeds target

*Lost Time Injury Incidence Rate calculation: # of LTI/Ds x 100 ÷ # of employees (FTE)
 †Lost Time Injury Severity Rate calculation: # of injuries ≥ 60 days x 100 ÷ # of LTI/Ds
 ^Return to Work (RTW) within 13/26 weeks calculation: # of LTI/Ds with a RTW outcome within 13/26 weeks x 100 ÷ # of LTI/Ds reported

Health and safety

The University, through its Council members and senior executives, is committed to providing and maintaining high standards of health and safety in the workplace. This is achieved by maintaining a healthy and safe working environment in consultation with staff and safety and health representatives through such mechanisms as area/faculty Health and Safety committees and the overarching University Health and Safety Committee, with the aim to continually improve systems for managing health and safety at the workplace.

A Health and Safety Due Diligence Committee of Council was established in 2013, providing oversight and a 'hands on' approach to workplace health and safety management. The committee met on a quarterly basis to review and discuss relevant health and safety management issues and perform visits of faculties/schools/research centres and functional areas to discuss health and safety matters with management and staff. This enabled them to gain a first-hand understanding of health and safety system implementation at all levels.

The committee also reviewed progress with completion of actions arising out of the 2012 Health and Safety Assurance Program, which consisted of audits of faculties and other relevant functional areas.

The 2013 Health and Safety Plan focused on strategies to deliver sustained health and safety performance in all areas, with key objectives for 2013 successfully achieved.

A number of key projects were implemented including, but not limited to:

- Automated External Defibrillators (AED) Program, where more than 10 AEDs were installed in strategic locations at selected Curtin campuses
- Mandatory Health and Safety for Managers and Supervisors training
- Online Asbestos Management System and Curtin Asbestos Management Plan and Register
- Online Contractor Pre-Qualification System
- University-wide Health and Safety Training Needs Analysis
- Online training modules; topics included Chemical/Hazardous Materials Safety, Biological Safety, Manual Tasks, Workshop/Plant and Equipment Safety
- Curtin Health and Safety Risk Register and Legal Obligations Register.

Workers' Compensation and Injury Management

The University is committed to providing quality services to assist staff in their return to work following injuries or illness through its early intervention Injury Management Service. This service meets the University's obligations under the *Workers' Compensation and Injury Management Act, 1981*.

Report on Operations (continued)

The service continued to operate as an Approved Workplace Rehabilitation Provider under the WorkCover WA system until 30 June 2013. Since 1 July 2013, the service has focused on the provision of customised in-house services for work-related and non-work-related injuries and illness, with a focus on return to work outcomes. In addition, the service enhanced its portfolio, incorporating Ergonomics and Manual Handling Services as part of its core functions.



SIGNIFICANT ISSUES AND TRENDS

Effect of Economic and Other Factors

Throughout 2013 economic conditions continued to present challenges for the higher education sector. Although the Australian economy demonstrated a more stable environment than many other international economies, the resulting relatively strong Australian dollar and high cost of living in Western Australia had a negative impact on international demand for higher education. In contrast, declines in the Australian dollar relative to 2012 are expected to positively impact on international demand in coming years.

Competition continued to intensify in the sector, as education providers from other nations increased efforts to attract international students, and online education providers continued to experience increased demand.

While the Australian economy continued to outperform the developed world, rising unemployment rates during 2013 appeared to be positively impacting domestic higher education enrolments.

During 2013 the University continued to ensure its operations remained highly competitive, and considerable work was undertaken to ensure specific strategies and tactics were developed to address emerging market and regulatory challenges.

Curtin experienced a decline in domestic intake in 2013. Domestic bachelor degree new enrolments fell from 9,647 in 2012 to 9,501 in 2013, with the majority of the fall stemming from the mature-age market segment. A 9% growth was achieved in the school-leaver market.

Overall, Curtin achieved a 9% growth in total domestic undergraduate student enrolments.

The downturn in the Western Australian economy during 2013 started to have a positive impact on the demand for Curtin's domestic postgraduate coursework enrolments, and growth of 2% was experienced between 2012 and 2013. A relationship between low unemployment rates and the demand for higher education has become evident over the last few years.

Despite expansion of the Australian Postgraduate Awards program, domestic HDR enrolments recorded a 3% fall in 2013. Conversely, international HDR enrolments grew by 2%, supported by targeted recruitment of international research students.

International onshore and offshore enrolments experienced some decline in 2013, with onshore international down 6% and offshore international down 3%.

Changes to the Legal Environment Affecting the University in 2013

The following summary refers to significant legislative changes that apply to the University.

Commonwealth legislation

The *Defence Trade Controls Act 2012* serves the two key purposes of strengthening Australia's defence export controls and implementing the *Treaty Between the Government of Australia and the Government of the United States of America Concerning Defense Trade Cooperation*. It is the strengthening of export controls that impact on research undertaken by Australian universities. The Act provides for controls on the supply of Defence and Strategic Goods List (DSGL) listed technology and services related to DSGL technology and goods; creates a registration and permit regime for the brokering of DSGL goods, technology and related services; and creates offences and imposes penalties. There is a two-year moratorium on the offence provisions of the Act while the government determines the impact of the legislation through a series of trials. Curtin University is one of the trial sites, and the pilot study is being managed by the Office of Research and Development. Curtin is using the pilot study to understand the impact of the legislation and develop University-wide procedures for compliance.

The *Migration Amendment (Temporary Sponsored Visas) Act 2013* introduced significant reforms to the Temporary Work (Skilled) (Subclass 457) visa program, and labour market testing (LMT) for 457 visas has commenced. LMT will be demonstrated when the sponsor can provide evidence that the local labour market has been tested for a local candidate with the desired skill set required of the vacant position, and when it has been satisfied that no suitably qualified and experienced Australian citizen or permanent resident, or eligible temporary visa holder, is readily available to fill the nominated position. The intent of the mandatory provision is to provide a much stronger test of the sponsor's efforts to fill vacancies in their business with Australian workers.

Western Australian legislation

There were no significant state legislation changes that applied to the University in 2013.

OTHER DISCLOSURES AND LEGAL REQUIREMENTS

Act of Grace Payments

Under the University's policy on Act of Grace Payment, Curtin undertakes to report through its Annual Report all Act of Grace payments made in each financial year. In 2013 no Act of Grace payments were made.

Advertising - Electoral Act 1907

Under section 175ZE of the *Electoral Act 1907*, the University is required to disclose expenditure for advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisation costs.

For 2013 the following costs were recorded against these items:

	Sum of GST Exclusive Amount \$
Advertising agencies	2,149,949
Campaign	1,553,829
Non-campaign	596,120
Market research organisations	166,100
Media advertising organisations	4,213,195
Direct mail organisations	35,000
Grand total	6,564,244

Capital Works

Curtin Master Plan

The adoption of the Curtin master plan during 2013 by the Curtin Council builds on the Western Australian Planning Commission's *Directions 2031 and Beyond (2010)* report, which identifies Curtin's Bentley Campus as part of a strategically important Specialised Activity Centre, where the synergies of research, learning and industry links align to form strong and successful urbanisation economies. The master plan sets out a 20-year agenda to significantly increase the activities undertaken on the Bentley Campus and the number of people who live, work and recreate on campus.

Report on Operations (continued)

Classrooms

As part of the Transforming Learning at Curtin initiatives, the refurbishment of 36 teaching spaces across the campus at a cost of \$10.6 million was completed for the start of first semester 2014. The project provides high-quality teaching and learning spaces, utilising contemporary technology to deliver course content. The classrooms are structured to facilitate group teaching approaches and shared student learning, and are a significant move away from the traditional lecture approach.

Library

The Robertson Library is undergoing a \$5.4 million refurbishment of its lower floors to allow for 24/7 access and to improve café and other student amenities. The project is due for completion by first semester 2014.

Infrastructure

Curtin continued to upgrade core infrastructure during 2013 at a total cost of approximately \$21.2 million. Major items included \$2.9 million on bicycle infrastructure, pathways, end-of-trip facilities and lighting. Security systems continue to be upgraded and improved as part of a staged program, with CCTV, building management systems and access projects totalling \$3.1 million. The sum of \$15.2 million was expended on other life-cycle replacement programs such as power, air-conditioning, information technology, irrigation, and fire, building and hydraulic services upgrades.

HIVE facility – Building 200A

The University developed the HIVE facility in the John Curtin Art Gallery. The facility houses a range of high-end data visualisation technologies, which will be accessed by researchers from all faculties and provide opportunities to showcase data and information in a new and highly visual way. The facility opened in December 2013 and will encourage both academic and public interaction.

Public spaces refurbishment – Henderson Court

An ongoing program of works saw the refurbishment of key public spaces within the University and the \$0.7 million upgrade to Henderson Court completed in December 2013. Other public spaces that are due to be completed in 2014 include the Angazi Courtyard and Speakers Corner.

Research facilities

Planning has commenced for Building 304 to provide PC2 Laboratories and a Research Equipment Hub to support the University's research initiatives. The building is estimated to cost \$30 million and comprise a gross floor area of approximately 4,500m². It is to be located on the eastern edge of the Bentley Campus, adjacent to the bus terminus and research facilities near buildings 300 and 311.

Teaching and medical – Building 410

A building to house contemporary teaching and learning facilities, and be potentially the base for the proposed School of Medicine, progressed to design documentation stage, with construction expected to start in May 2014. The building is expected to be ready for occupation at the end of 2015 at a capital cost of approximately \$50 million.

Humanities – Building 501 refurbishment

A \$20 million refurbishment of the Humanities precinct commenced and will deliver contemporary teaching, research and staff accommodation, bringing the faculty up to contemporary University standards.

Directors' and Officers' Liability Insurance

An indemnity agreement has been entered into between the University and the directors and officers named in this report. Under the agreement, the University has agreed to indemnify those directors and officers against any claim to the extent allowed by the law, for any expenses or costs which may arise as a result of work performed in their respective capacities.

During the year, the University paid a premium in respect of a contract of insurance for the directors and officers of the University and all related bodies corporate, against liabilities incurred in acting in such capacities to the extent permitted under the *Corporations Act 2001*. The contract prohibits the disclosure of the nature of the liabilities and/or the amount of the premium.

Disability Access and Inclusion Plan Outcomes

Curtin is in the second year of its Disability Access and Inclusion Plan (DAIP) 2012–2017, which is implemented in Annual Activity plans and reported online. The inaugural DAIP Implementation Committee (DAIPIC) advisory body is now operational.

Curtin is mandated to report to the Disability Services Commission (DSC) on seven outcome streams, and the key achievements under these are highlighted below.

Outcome 1:

People with disability have the same opportunities as other people to access the services of, and events organised by, Curtin.

New initiatives that align with the DSC's 'Count Me In: Disability Future Directions' program include two projects that will assist Curtin to establish specialist mentoring for students on the autism spectrum and the inclusion of people with intellectual disability at Curtin. These new services include locating Counselling and Disability Services staff

in the Centre for Aboriginal Studies to support Indigenous students and staff with disability.

Outcome 2:

People with disability will have the same opportunities as other people to access Curtin's buildings and facilities.

The University is committed to implementing the principle of Universal Design at every opportunity. Key projects focused on making Curtin's buildings more accessible include: a physical audit of all facilities at the Bentley Campus; the installation of 'super' numerals on buildings to enable everyone to easily find their way around campus; and the Universal Design competition for staff and students to assist with new knowledge in this area.

Outcome 3:

People with disability receive information from Curtin in a format that will allow them to access the information as readily as other people are able to access it.

To ensure Curtin has an accessible web and social media presence, the University produced a web toolkit to advise web content developers on compliance with industry standards for the production of all digital media. Echo360, Curtin's iLecture system with screen-reader accessibility and lecture captioning on request, was also upgraded.

The University is steadily captioning all uncaptioned short-form videos on Curtin's YouTube channel (65% complete).

Outcome 4:

People with disability receive the same level and quality of service from Curtin staff as other people receive from Curtin staff.

It is important that Curtin provides its staff with opportunities to increase their knowledge. Curtin has focused on improving staff awareness of disability and mental health conditions, and has provided a variety of courses including Mental Health First Aid, Mindfulness workshops for improving mental health awareness, Disability Awareness workshops and Mental Health in the Workplace and Managing Stress workshops.

Outcome 5:

People with disability will have the same opportunities as other people to make complaints to Curtin.

The Professional Standards and Conduct Unit has received training in assisting people with disability to make a complaint or resolve a conflict. The complaints portal has been externally tested for accessibility by a member organisation of the DAIPIC advisory body.

Outcome 6:

People with disability will have the same opportunities as other people to participate in any public consultation by Curtin.

The Curtin Accessibility Guidelines regarding public consultation have been developed and will be implemented in 2014.

Outcome 7:

People with disability will have the same opportunities as other people to participate in employment at Curtin.

The number of people with intellectual disability employed at Curtin under the Supported Workers in Motion program has increased from eight people to 20. The project was a finalist in the 2013 Green Gown Awards. The University's new Open Employment Project commenced to increase the number of people with disability in the Curtin talent pool for open employment opportunities.

Agents and contractors

Curtin's DAIP obligations for its contract managers, agents and contractors' information were embedded in the Contractor Toolkit. A Curtin review of this requirement will commence in 2014.

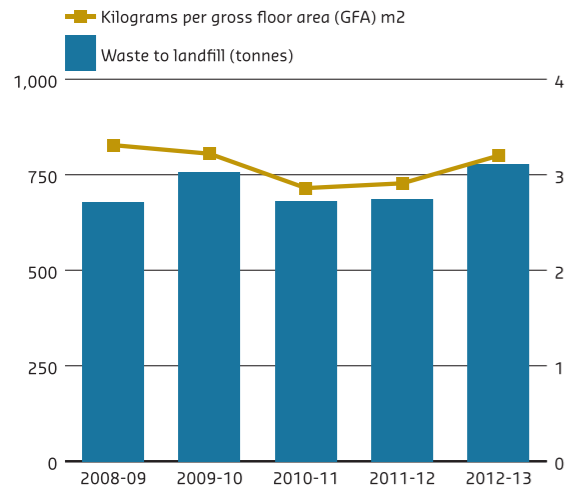


Report on Operations (continued)

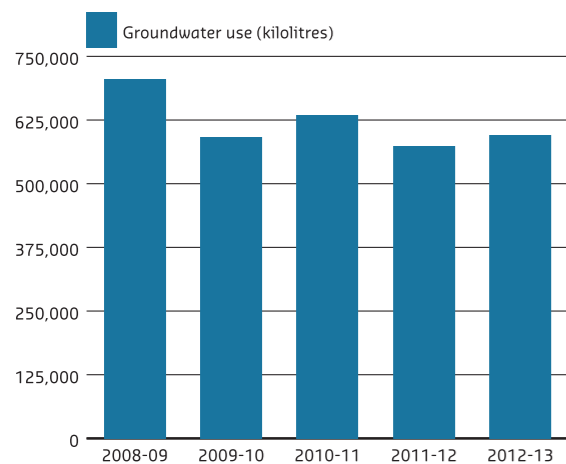
Environmental Sustainability

With activity at Curtin’s Bentley Campus increasing, growth pressures have the capability to significantly increase the University’s environmental footprint. Curtin has actively pursued initiatives to manage growth, including improving monitoring capabilities, investing in new technologies and returning to past practices of purchasing green power. The University has also worked to preserve biodiversity at all of its campuses. The endangered Carnaby Cockatoos regularly visit the Bentley Campus, and Curtin has a variety of programs to assist the protection of these valued species. In addition, a tree audit was conducted in 2013, forming the backbone of the development of strategies to retain an urban forest as part of the University’s implementation of its master plan.

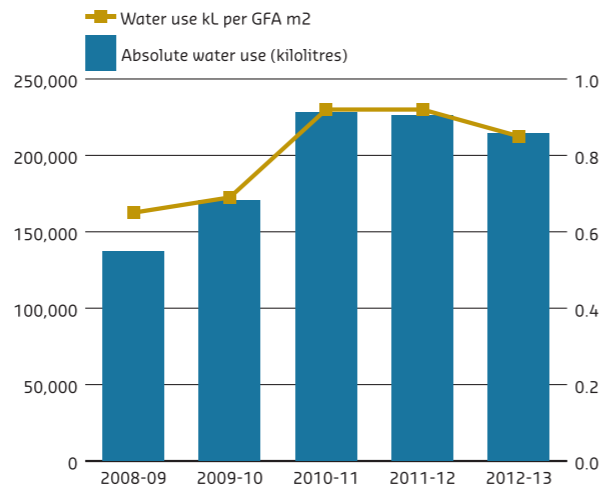
Waste to landfill (Bentley Campus)



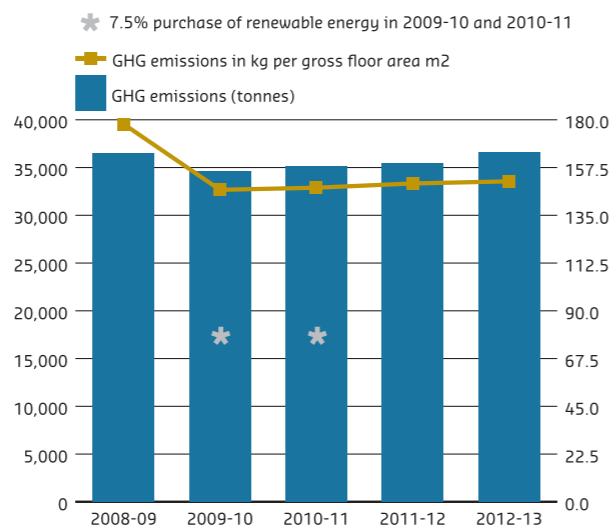
Groundwater use



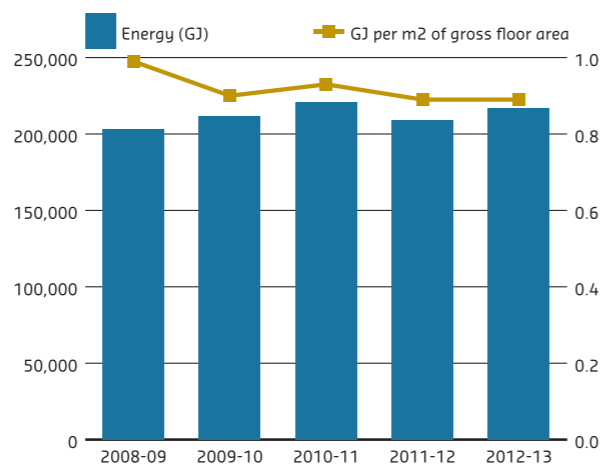
Scheme water use (Bentley Campus)



Greenhouse gas (GHG) emissions (Bentley Campus)



Energy use (Bentley Campus)



Pricing Policies on Outputs Provided

Fees are charged in accordance with Australian Government guidelines and University policy.

Students in Commonwealth-supported places are required to contribute towards the cost of their education. The student contribution amount is calculated for each study period from their student load and the annual contribution amounts that apply for that year. In common with most universities, Curtin charges the maximum student contribution amount permitted by legislation.

Tuition fees for other students are determined by taking into account a number of factors, such as cost of delivery, ‘market’ factors and legislative requirements.

Approved fees are published online at fees.curtin.edu.au.

Recordkeeping – Compliance with the State Records Act 2000 (WA)

Curtin is committed to the reliable and systematic management of its documents and records in accordance with good practice standards. As Curtin University was established under an Act of the Parliament of Western Australia, it is also subject to the provisions of the *State Records Act 2000 (WA)*. In accordance with this Act, Curtin works under an approved Recordkeeping Plan (RKP). The RKP contains timelines and responsibilities for improving recordkeeping practices at Curtin. The Records and Information Management (RIM) team develops policies, processes and tools to assist staff to meet the requirements of the plan. RIM and Curtin Information Technology Services work collaboratively in relation to the development, design and implementation of electronic systems used to manage records. The RKP was reviewed in 2013 and an amended version will be submitted to the State Records Commission for approval by mid-April 2014.

Significant improvements and developments

- The Curtin Records and Information System (CRIS) was launched in 2013. CRIS combines several records management functions under the one system.
- The University’s Contracts and Agreements Register, which is used to allow access to contract information and executed copies of contracts, was upgraded to improve functionality.
- The 2008 RKP was reviewed, and a report on the review was provided to the State Records Commission. Substantial work on updating the RKP and related policies, procedures and processes occurred in 2013.

- A review of the process for authorising destruction of records was conducted, and pilots of the new electronic destruction authorisation process commenced in late 2013.
- A project to digitise the University’s Human Resource staff files commenced. Digitising the records will improve workflow and access.
- A total of 774 requests for disposal of University records were checked and approved, and the records securely destroyed.
- A total of 4,254 boxes of inactive legacy information were sentenced and transferred from business areas to central storage.
- Seven significant inactive records projects were completed in 2013. These projects involved reviewing and processing University records either for long-term storage or destruction.
- RIM staff assisted with the development of a plan for the relocation of records and artefacts held by Curtin’s Western Australian School of Mines, in Kalgoorlie.
- The University launched an additional records awareness online training package – Induction Lite – designed specifically for staff who have limited interaction with records.

Ongoing records training

- Training is available for all staff on Creating and Keeping Records, Sentencing Records, Transfer and Destruction, and Managing Email. These training modules were run on a monthly basis, with a total of 380 staff attending in 2013.
- A total of 39 staff were trained in the use of the Contracts and Agreements Register.
- More than 2,000 staff completed the Online Information Management Awareness training in 2013. All staff are required to complete this training within two months of starting at Curtin, and are required to repeat the training after two years. This content and delivery of the online course will be reviewed in 2014.
- Freedom of Information training commenced in 2013 and will continue in 2014.

Report on Operations (continued)

Risk Management Report

Curtin's Risk Management Framework supports the University to achieve its strategic objectives by:

- assisting business areas to make prudent risk-based decisions
- enabling high performance across business activities within an agreed risk appetite
- promoting risk-aware behaviours and continuous disclosure
- supporting a healthy, safe and environmentally sustainable University community
- enabling timely resumption of core services in the event of a major disruption
- providing assurance to students, industry, staff, Council, regulators, government, the community and other stakeholders that the University has a systematic proactive approach to risk as part of overall University governance.



In 2013 Curtin's Risk Management policy was revised and approved by Council. The policy sets Curtin's tone and tolerance to accepting risk, as it contains Curtin's risk appetite and agreed risk-aware behaviours. The risk appetite is used to make informed choices around risk. It has also underpinned the development of other supplementary risk tools to assist with business decisions. These tools cover areas such as compliance risk, contract risk, entity risk, business continuity risk, travel risk and cloud risk. With an agreed risk appetite, better decisions are made closer to the operations of the business, as they are well informed by Curtin's agreed attitude to risk. The risk appetite has also been used to encourage risk-taking as part of pursuing opportunities.

Curtin's Risk Management procedures were also revised and approved by the Vice-Chancellor. The procedures cover strategic risk, operational risk, contract and project risk, business continuity risk and critical incident risk. The procedures focus on roles, responsibilities, standards and frequency of monitoring and reporting.

Curtin's business continuity framework has been revised to deliver a suite of tools to provide resilience in the event of a business interruption. Further work in 2014 will see the existing business continuity plans updated into the new framework. With the ever-increasing reliance on technology to enable delivery across Curtin, there was a strong focus on information technology disaster recovery. This builds on work in 2013 to embed Curtin's Critical Incident Management Framework.

Work commenced to integrate risk management into Curtin's Corporate and Academic Governance frameworks. These key governance pillars comprise the University's second line of defence as part of the Commission of Sponsoring Organizations of the Treadway Commission's three lines of defence model. This work will further strengthen Curtin's approach to risk management and overall institutional governance.

Senior Officer Disclosures

The senior officers of the University have declared:

- they do not hold (as a nominee or beneficially) any shares in any subsidiary body of the University
- they (or a firm of which they are a member, or an entity in which they have a substantial interest) do not hold any interests in any existing or proposed contracts with the University, or subsidiary, related or affiliated body of the University.

Strategic Procurement

Curtin continues to deliver improved commercial processes, practices and systems through a strategic procurement approach. Contracts have been executed in many separate expenditure categories, achieving substantial savings. Strategic supplier-relationship management is used to maximise opportunities from commercial relationships, for added value and innovation.

Subsidiary Bodies

From time to time, the University invests in companies that are set up for the purposes of commercialising intellectual property. For a short period after the companies are established, the University may be in the position whereby it has control of the company, in which case the company may be regarded as a subsidiary of the University. However, in these cases the University's interest in the company is not financially material and will be diluted in time through investment from third parties.

At 31 December 2013 the University has no subsidiaries.

University Publications and Marketing Activities

The major publications of the University in 2013 were:

- Annual Report to Parliament (print and electronic)
- undergraduate prospectus (domestic and international)
- postgraduate prospectus (domestic and international)
- Pathways to Curtin Guide (alternative entry guide)
- Year 10 Guide (online)
- scholarships guide (domestic and international)
- online course finder
- *Cite* magazine (twice per year)
- *R&D Now* magazine (twice per year) and other research-focused publications
- *Conduct at Curtin: A guide for students* (print and online)
- Curtin University master plan brochure
- Curtin Strategic Plan 2013-2017 brochure.

Major promotional, public relations or marketing activities undertaken included:

- Open Day
- undergraduate and postgraduate student recruitment campaigns, including TISC campaign for undergraduate 2013 preferences, which resulted in Curtin being reinforced as the most preferred university in Western Australia, based on the most first preferences



- more than 400 schools outreach activities, engaging a total of 48,000 prospective students (high school and mature age) throughout metropolitan and regional Western Australia, including school visits, campus visits and tours, career expos, school parent information events and mature-age information sessions
- Curtin LinkUp aspiration-building program, targeting low socio-economic status students and engaging 1,700 secondary school students in school visits, on-campus visits and parent information evenings, with the year 10 LinkUp program endorsed by the School Curriculum and Standards Authority
- Curtin Coaches program, engaging more than 500 high school students in years 8 to 12 from seven partner schools with a Curtin student to offer academic support and expanded into primary schools
- Student ambassadors, representing Curtin at more than 200 high school visits and on-campus activities and events
- Curtin's MOOCs, promoted in advertising and online, including the Curtin website, video and social networks

Report on Operations (continued)

- Studentbox, the online community portal to help WA students in year 10 to year 12 transition from high school into tertiary education, attracting nearly 10,000 new members
- Future Students Services, managing more than 35,000 enquiries across phone, web, email and face-to-face channels
- 'Catalyst' campaign, which was developed for Curtin Open Day to differentiate the University from competitors and inspire students to choose Curtin
- Launch of brand positioning campaign 'Change something today to make tomorrow better' as an extension of 'Make Tomorrow Better'
- 'Game Changers' campaign (launched in 2012), to promote academics and alumni from across the University throughout the year
- Launch of a 'responsive' web template for optimal user experience across all devices
- Photo-sharing platform Instagram, used to promote Curtin's Park'd food trucks, engaging in excess of 80,000 users across various channels
- Curtin's YouTube channel, with more videos posted to the platform to become among the most viewed university channels in Australia
- Captioning Curtin's public-facing videos, in compliance with the University's DAIP for accessibility by the vision and/or hearing impaired, increasing views by 270%.

Voluntary Code of Best Practice for the Governance of Australian Universities

At its meeting on 7 December 2011, Council adopted the Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. A compliance report was noted by Council at its meeting on 11 December 2013. The University complies with all 14 protocols.

CURTIN KEY STATISTICS

	2009	2010	2011	2012	2013
a. Student Headcount					
Total Curtin enrolments	53,295	59,627	63,479	64,042	61,724

b. Student Headcount excluding Non-Award Open Universities Australia (OUA) Students*

Total Curtin enrolments	44,602	46,911	47,318	50,106	51,595
Attendance: Full-time ratio	71%	73%	72%	69%	68%

b (i). Course Level

Postgraduate Research	1,993	2,099	2,257	2,329	2,306
Postgraduate Coursework	8,141	8,611	8,270	8,522	8,597
Undergraduate	32,794	34,435	34,111	37,303	38,362
Non-Award	2,542	2,786	3,673	2,638	3,071

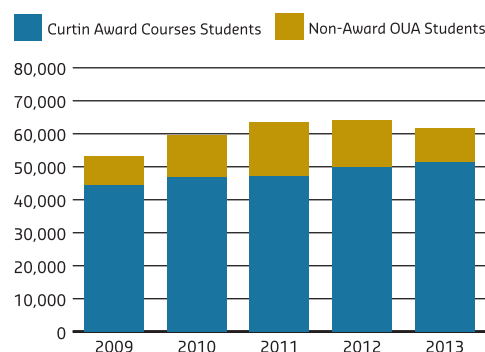
Broad Field of Education

Agriculture, Environmental and Related Studies	404	350	279	219	197
Architecture and Building	1,882	2,083	2,155	2,268	2,309
Creative Arts	3,852	3,446	2,140	1,390	1,064
Education	1,695	1,653	1,666	4,231	4,675
Engineering and Related Technologies	5,233	5,766	6,161	6,484	6,541
Health	7,199	7,753	8,066	8,617	9,313
Information Technology	924	962	887	871	718
Management and Commerce	16,923	17,159	16,294	15,300	14,407
Natural and Physical Sciences	2,694	3,018	3,065	3,262	3,693
Society and Culture	3,434	4,673	6,815	7,626	8,894
Non-Award	1,457	1,293	1,093	819	886

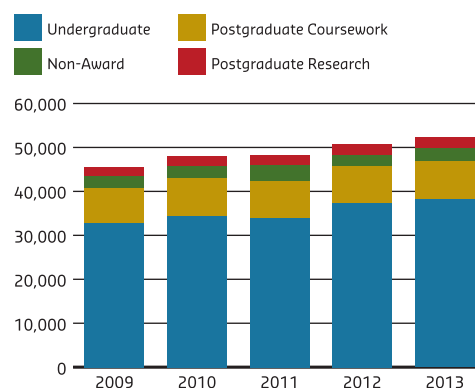
b (ii). Demography and Equity

Student Citizenship:					
Domestic Students	25,635	26,977	27,794	32,823	35,229
International Students studying in Australia	10,321	10,736	10,365	9,267	8,742
From: China (%)	26%	29%	31%	32%	32%
Malaysia (%)	16%	15%	15%	15%	14%
Indonesia (%)	8%	8%	7%	7%	7%
Singapore (%)	5%	5%	5%	5%	5%
Hong Kong (%)	6%	5%	4%	4%	4%
International Students studying outside Australia	8,646	9,198	9,159	8,016	7,818
From: Malaysia (%)	36%	38%	42%	38%	37%
Singapore (%)	19%	20%	17%	19%	20%
Mauritius (%)	10%	9%	11%	13%	14%
Hong Kong (%)	14%	11%	9%	8%	8%
Indonesia (%)	4%	4%	4%	6%	7%

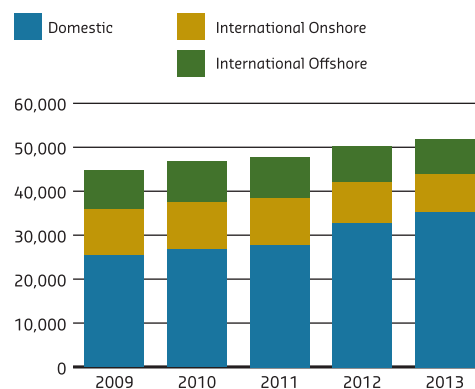
a. Total Curtin enrolments



b (i). Curtin enrolments by course level

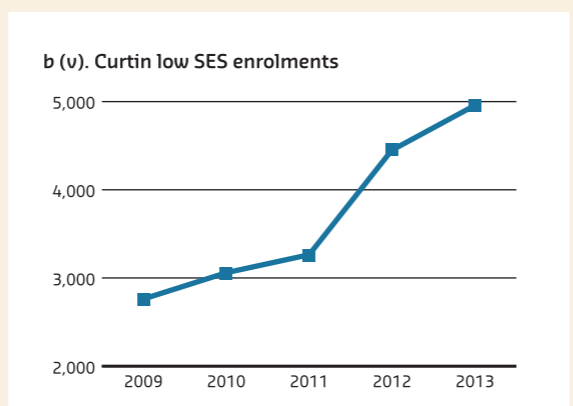
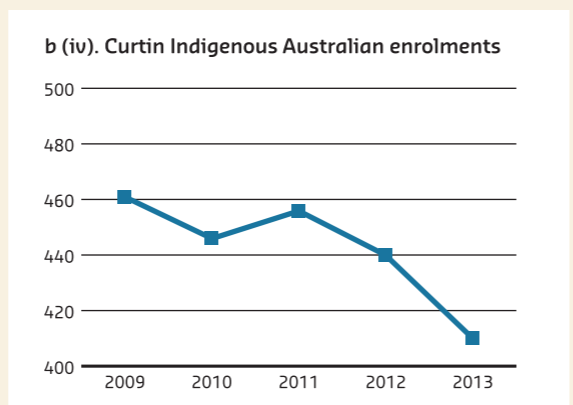
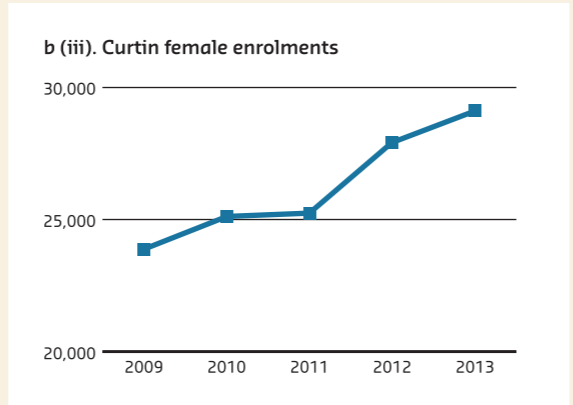


b (ii). Curtin enrolments by citizenship



Curtin Key Statistics (continued)

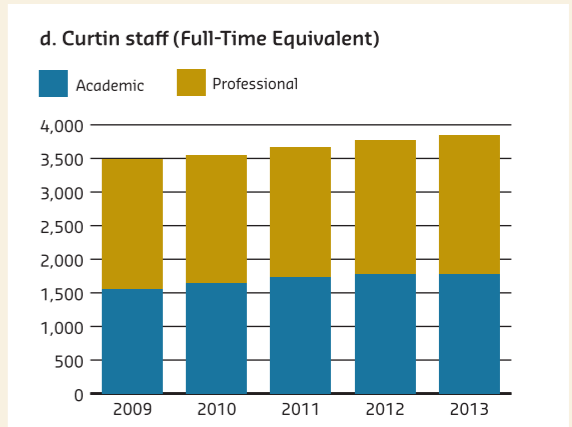
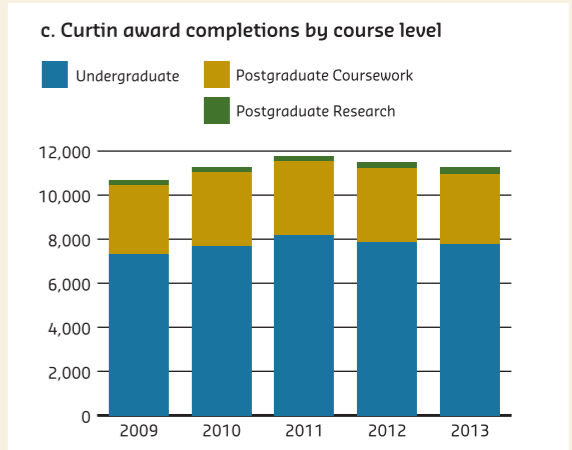
	2009	2010	2011	2012	2013
b. Student Headcount excluding Non-Award Open Universities Australia (OUA) Students* (continued)					
Demography and Equity (continued)					
b (iii). Gender:					
Female Students	23,871	25,110	25,237	27,925	29,121
Female Proportion	54%	54%	53%	56%	56%
b (iv). Indigenous Australian Students					
	461	446	456	440	410
b (v). Low Socio-Economic Status (SES) Students					
	2,759	3,057	3,261	4,451	4,959



	2009	2010	2011	2012	2013
c. Award Completions					
Total Curtin Completions	10,682	11,251	11,780	11,473	11,267
Course Level					
Postgraduate Research	191	202	224	250	284
Postgraduate Coursework	3,168	3,362	3,378	3,320	3,178
Undergraduate	7,323	7,687	8,178	7,903	7,805

	2009	2010	2011	2012	2013
d. Staff (Full-Time Equivalent)#					
Total Curtin Staff	3,487	3,555	3,658	3,771	3,850
Work Function					
Academic:	1,567	1,657	1,740	1,791	1,788
Teaching	452	493	559	606	573
Research	214	227	239	262	279
Teaching and Research	791	817	802	784	800
Other	109	120	140	139	136
Professional	1,920	1,897	1,918	1,980	2,063

Notes:
 Data published may differ from that published in the Annual Report 2012 due to calculation revision and changes to the reporting presentation.
 * Students who have multiple enrolments or a change of citizenship during the year are counted multiple times. Therefore the sum of the categories does not necessarily equal the overall total enrolment. Includes students from all campuses. Data reported is consistent with the HEIMS data collection, with the exception of OUA students who are not reported to government.
 # Staff figures are calculated as the full-time equivalent of continuing and fixed term staff captured as at 31 March, plus the full-time equivalent of casual staff as at 31 December. An estimate of casual staff is reported for 2013, while the prior year published in the 2012 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and WA campuses only.



INDEPENDENT AUDITOR'S REPORT



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

CURTIN UNIVERSITY OF TECHNOLOGY

Report on the Financial Statements

I have audited the accounts and financial statements of the Curtin University of Technology.

The financial statements comprise the Statement of Financial Position as at 31 December 2013, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

University Council's Responsibility for the Financial Statements

The University Council is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the Treasurer's Instructions, and for such internal control as the University Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

Opinion

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Curtin University of Technology at 31 December 2013 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

Report on Controls

I have audited the controls exercised by the Curtin University of Technology during the year ended 31 December 2013.

Controls exercised by the Curtin University of Technology are those policies and procedures established by the University Council to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions.

University Council's Responsibility for Controls

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

Auditor's Responsibility

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

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

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

Opinion

In my opinion, the controls exercised by the Curtin University of Technology are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions during the year ended 31 December 2013.

Report on the Key Performance Indicators

I have audited the key performance indicators of the Curtin University of Technology for the year ended 31 December 2013.

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

University Council's Responsibility for the Key Performance Indicators

The University Council is responsible for the preparation and fair presentation of the key performance indicators in accordance with the Financial Management Act 2006 and the Treasurer's Instructions and for such controls as the University Council determines necessary to ensure that the key performance indicators fairly represent indicated performance.

Auditor's Responsibility

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

Independent Auditor's Report (continued)

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

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

Opinion

In my opinion, the key performance indicators of the Curtin University of Technology are relevant and appropriate to assist users to assess the University's performance and fairly represent indicated performance for the year ended 31 December 2013.

Independence

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

Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators

This auditor's report relates to the financial statements and key performance indicators of the Curtin University of Technology for the year ended 31 December 2013 included on the University's website. The University's management is responsible for the integrity of the University's website. This audit does not provide assurance on the integrity of the University's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



COLIN MURPHY
AUDITOR GENERAL
FOR WESTERN AUSTRALIA
Perth, Western Australia
20 March 2014

FINANCIAL REPORT 2013

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CERTIFICATIONS

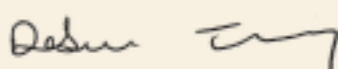
CERTIFICATION OF THE FINANCIAL STATEMENTS

The accompanying financial statements of Curtin University of Technology have been prepared in compliance with the relevant provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 31 December 2013 and the financial position as at 31 December 2013.

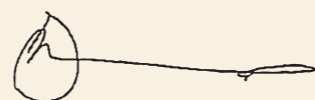
At the date of signing, we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



Colin Beckett
Chancellor



Deborah Terry
Vice-Chancellor



David Menarry
Chief Finance Officer

Dated this 19th day of March 2014

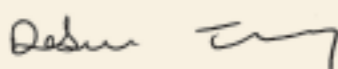
CERTIFICATION OF THE FINANCIAL STATEMENTS REQUIRED BY THE DEPARTMENT OF EDUCATION

We declare that the amount of Australian Government financial assistance expended during the financial year ended 31 December 2013 was for the purpose(s) for which it was provided and that Curtin University of Technology has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.

Curtin University of Technology charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* and the Administration Guidelines made under the Act. Revenue from the fee was spent strictly in accordance with the Act and only on services and amenities specified in subsection 19-38(4) of the Act.



Colin Beckett
Chancellor



Deborah Terry
Vice-Chancellor

Dated this 19th day of March 2014

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
Revenue from Continuing Operations			
Australian Government financial assistance:			
Australian Government grants	4	306,054	287,974
HELP - Australian Government payments	4	143,967	116,922
State and local government financial assistance	5	13,590	9,249
HECS-HELP - student payments		26,868	25,628
Fees and charges	6	225,942	238,013
Investment revenue	7	27,965	25,122
Royalties, trademarks and licences	8	26,222	22,883
Consultancy and contracts	9	32,766	27,093
Other revenue	10	45,915	39,554
Total Revenue from Continuing Operations		849,289	792,438
Net gain on disposal of non-current assets	16	1,501	235
Total Income from Continuing Operations		850,790	792,673
Expenses from Continuing Operations			
Employee related expenses	11	486,315	434,885
Depreciation and amortisation	12	39,752	34,324
Repairs and maintenance	13	14,213	16,270
Borrowing costs	14	4,105	4,280
Impairment of assets	15	(123)	(2,335)
Deferred superannuation expense	11	505	362
Other expenses	17	243,624	224,511
Total Expenses from Continuing Operations		788,391	712,297
Net Operating Result for the Year		62,399	80,376
Other Comprehensive Income			
Items that may be reclassified to profit or loss:			
Net investment revaluation gain/(loss)	30(a)	32,635	23,308
Total Comprehensive Income		95,034	103,684

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

Financial Report 2013 (continued)

STATEMENT OF FINANCIAL POSITION

as at 31 December 2013

	Note	2013 \$'000	2012 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents:			
Unrestricted	19(a)	49,005	77,862
Restricted	19(b)	1,822	1,757
Trade and other receivables	20	22,730	25,031
Inventories	21	1,655	2,081
Other financial assets:			
Unrestricted	22	1,088	891
Restricted	23	89,268	77,223
Other non-financial assets	24	29,898	30,178
Total Current Assets		195,466	215,023
Non-Current Assets			
Trade and other receivables	20	60,788	69,667
Other financial assets – unrestricted	22	412,602	324,904
Property, plant and equipment	25	759,069	722,763
Total Non-Current Assets		1,232,459	1,117,334
Total Assets		1,427,925	1,332,357
LIABILITIES			
Current Liabilities			
Trade and other payables	26	13,864	11,187
Borrowings	27	2,292	2,314
Provisions	28	84,110	69,454
Other liabilities	29	62,789	75,722
Total Current Liabilities		163,055	158,677
Non-Current Liabilities			
Borrowings	27	58,116	60,401
Provisions	28	93,379	94,938
Total Non-Current Liabilities		151,495	155,339
Total Liabilities		314,550	314,016
Net Assets		1,113,375	1,018,341
EQUITY			
Reserves	30	100,802	57,851
Retained earnings	30	1,012,573	960,490
Total Equity		1,113,375	1,018,341

The Statement of Financial Position should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2013

	Note	Reserves \$'000	Retained Earnings \$'000	Total Equity \$'000
Balance at 1 January 2012		28,775	885,882	914,657
Operating result for the year		-	80,376	80,376
Other comprehensive income for the year		23,308	-	23,308
Transfers from retained earnings	30(c)	24,686	(24,686)	-
Transfers to retained earnings	30(c)	(18,918)	18,918	-
Balance at 31 December 2012	30	57,851	960,490	1,018,341
Operating result for the year		-	62,399	62,399
Other comprehensive income for the year		32,635	-	32,635
Transfers from retained earnings	30(c)	28,033	(28,033)	-
Transfers to retained earnings	30(c)	(17,717)	17,717	-
Balance at 31 December 2013	30	100,802	1,012,573	1,113,375

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Financial Report 2013 (continued)

STATEMENT OF CASH FLOWS

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Australian Government grants received	4(h)	455,131	402,134
State and local government financial assistance		13,590	9,249
HECS-HELP – student payments		26,440	25,189
Fees and charges		223,290	239,468
Royalties, trademarks and licences		29,819	26,299
Consultancy and contract research		34,331	28,754
Interest received		4,682	6,379
Dividends received		1,320	1,320
Distributions received		17,731	17,482
Other		49,071	53,123
GST refunds received		11,346	10,107
Payments			
Payments for employee benefits		(481,927)	(439,692)
Payments to suppliers		(269,375)	(257,738)
Interest and other costs of finance paid		(4,125)	(4,287)
Net Cash Provided by Operating Activities	40(b)	111,324	117,787
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, plant and equipment		(77,313)	(59,530)
Proceeds on sale of property, plant and equipment		3,468	808
Payments for investments		(107,605)	(53,002)
Proceeds on redemption of investments		43,642	8,207
Net Cash Used in Investing Activities		(137,808)	(103,517)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings		(2,308)	(4,908)
Proceeds from borrowings		-	-
Cash (Used in)/Provided by Financing Activities		(2,308)	(4,908)
Net increase/(decrease) in cash and cash equivalents		(28,792)	9,362
Cash and cash equivalents at the beginning of the year		79,619	70,257
Cash and Cash Equivalents at the End of the Year	40(a)	50,827	79,619

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

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2013

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Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

This general purpose financial report has been prepared in accordance with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the requirements of the Department of Education, applicable sections of the *Financial Management Act 2006* and applicable Western Australian Government Treasurer's Instructions.

The financial statements and notes thereto comply with Australian Accounting Standards, some of which contain requirements specific to not-for-profit entities that are inconsistent with International Financial Reporting Standards requirements.

Date of authorisation for issue

The financial statements were authorised for issue by the members of the University Council on 19 March 2014.

Historical cost convention

The financial statements have been prepared under the historical cost convention except for certain financial assets which are reported at fair value (refer Note 33).

Accrual basis of accounting

The financial statements, except for cash flow information, are prepared using the accrual basis of accounting.

Critical accounting estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in Note 2.

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

(b) Not-for-profit status

For the purpose of the application of Australian Accounting Standards and Interpretations, the University is considered to be a not-for-profit entity.

(c) Principles of consolidation

Consolidated financial statements are prepared by combining the financial statements of all entities that comprise the consolidated entity, being the University (the parent entity) and any controlled entities, in accordance with AASB 127 'Consolidated and Separate Financial Statements' and modified by the Treasurer's Instruction 1105 'Consolidated Financial Statements'.

Consolidated financial statements are not required as there are no material controlled entities.

(d) Revenue recognition

Revenue from the sale of goods and disposal of other assets and the rendering of services is recognised when the University has passed control and the significant risks and rewards of ownership have passed to the buyer of the goods or other assets, or when a service has been provided to a customer.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Student fees

Student fees are recognised when the University has provided the service(s) to the student.

Commonwealth-supported student income

Income for Commonwealth-supported students is recognised when the University has provided the service(s) to the student.

Research income

Research grants from governments are recognised as revenue when the University obtains control over the asset comprising the contributions. When the University does not have control of the contribution, does not have the right to receive the contribution or, in the case of reciprocal grants, has not fulfilled grant conditions, the grant contribution is treated as deferred income as a liability in the Statement of Financial Position.

Reciprocal research income from other entities is recognised as revenue when the University has provided the service to the customer. Non-reciprocal research income from other entities is recognised as revenue when the University obtains control over the asset comprising the contributions.

Unspent non-reciprocal research grant funds at the end of each financial year are recognised by way of a research grants reserve (refer Note 30(b)). This reserve is released as expenditure is incurred.

Other government grants

Other grants from government are recognised as revenue when the University obtains control over the asset comprising the contributions. When the University does not have control over the contribution, does not have the right to receive the contribution or, in the case of reciprocal grants, has not fulfilled grant conditions, the grant contribution is treated as deferred income as a liability in the Statement of Financial Position.

Consultancy fees

Consultancy fees are recognised as revenue when the University has provided the service(s) to the customer.

Royalties

Revenue from royalties is recognised when the University has provided the service(s) to the customer through their use of the University's intellectual property.

Other contributions revenue

Donations, gifts and other non-reciprocal contributions are recognised as revenue when the University obtains control over the assets comprising the contributions.

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

(e) Property, plant and equipment

All property, plant and equipment with a cost of greater than \$5,000 (excluding GST) is recorded as a non-current asset at cost, less subsequent depreciation and impairment.

Borrowing costs that are directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of that asset.

Assets acquired at no cost or for nominal consideration are initially recognised at their fair value at the date of acquisition.

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount and are included in the Statement of Comprehensive Income.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Depreciation of non-current assets

All non-current assets having a limited useful life are depreciated or amortised over their estimated useful lives, in a manner which reflects the consumption of their future economic benefits.

Depreciation is calculated on a straight-line basis from the time the asset becomes available for use. Estimated useful lives are as follows:

- land not depreciated
- buildings lower of 50 years or remaining useful life
- leasehold land and improvements lower of 50 years or remaining lease period
- computing equipment 3 years
- other equipment and furniture 8 years
- motor vehicles 5 years
- works of art not depreciated.

Land and works of art controlled by the University are classified as non-current assets. They are anticipated to have indeterminate useful lives since their service potential is not, in any material sense, consumed. As such, no amount for depreciation is recognised.

Assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Library collection

The total cost of the last three years' acquisition of library books and journals is considered to represent an acceptable carrying value of the library collection. In each year, that year's cost of acquisition is added onto the carrying value and the earliest year's cost of acquisition within the carrying value is written-off as an acceptable estimate of the depreciation of the library collection for the current year.

(g) Impairment of property, plant and equipment

Where the recoverable amount of an asset is less than its carrying amount, the carrying amount is reduced to the recoverable amount. That reduction is an impairment loss, which is recognised as an expense to the Statement of Comprehensive Income. In most cases recoverable amount is based on 'value in use' and is determined as the depreciated replacement cost of the asset.

(h) Intangible assets

An intangible asset shall be recognised if, and only if:

- (i) it is probable that expected future economic benefits are attributable to the asset and will flow to the University
- (ii) the cost of the asset can be measured reliably.

(i) Leases

In accordance with AASB 117 'Leases', leased assets classified as 'finance leases' are recognised as assets. The amount initially brought to account as an asset is the present value of minimum lease payments. An equivalent finance lease liability is brought to account at the same time.

Finance leased assets are amortised on a straight-line basis over the estimated useful life of the asset.

Finance lease payments are allocated between interest expense and reduction of lease liability over the term of the lease. The interest expense is determined by applying the interest rate implicit in the lease to the outstanding lease liability at the beginning of each lease payment period.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Operating lease payments are recognised as an expense in the Statement of Comprehensive Income on a basis which reflects the pattern in which economic benefits from the leased asset are consumed.

(j) Inventories

Inventories are valued at the lower of cost and net realisable value. Costs are assigned by the method most appropriate to each particular class of inventory, with the majority being measured on a weighted average cost basis.

(k) Receivables

Current accounts receivable are recognised at nominal amounts receivable, as they are due for settlement no more than 30 days from the date of recognition. Non-current accounts receivable are recognised at fair value.

Collectability of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectable are written-off as bad debts. A provision for impaired receivables is raised when there is objective evidence that the University may not be able to collect the debt.

(l) Investments

In accordance with AASB 139 'Financial Instruments' investments, other than unlisted shares, are classified as available-for-sale and gain and losses arising from changes in fair value are recognised directly in other comprehensive income until the security is disposed of or is determined to be impaired, at which time the cumulative gain or loss previously recognised in equity is transferred to the Operating Result for the period.

Any decline in the fair value of previously impaired available-for-sale investments is to be recognised in the Operating Result for the period. Any increase in the fair value of previously impaired available-for-sale debt investments is to be recognised in the Operating Result for the period to extent of the initial impairment and thereafter taken to the investments revaluation reserve. Any increase in the fair value of previously impaired available-for-sale equity investments is to be recognised in the investment revaluation reserve in Equity.

Included within the unlisted shares are investments in a number of unlisted companies which were established to commercialise intellectual property. Unlisted shares are stated at historical cost unless there has been a permanent diminution in value, in which event a recoverable amount write-down is made. The University's associates (refer Note 43(a)) have not been equity accounted for in the University's financial statements because they are not considered material.

Interest revenue and other investment income is recognised when earned.

(m) Loans receivable

Loans receivable are initially recognised at fair value, net of transaction costs incurred. Loans are subsequently measured at amortised cost.

Loans receivable are classified as current assets unless the counterparty has an unconditional right to defer settlement of the asset for at least 12 months after the reporting date, in which case they are classified as non-current.

(n) Joint research activities

The University participates in a number of joint research activities, such as the Cooperative Research Centres (refer notes 43(b) and (c)). The University recognises within its financial statements: the assets that it controls, the liabilities that it incurs, the expenses that it incurs and its share of the income that it earns from the joint research activities.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(o) Payables

Payables, including accruals (expenses incurred but not yet billed), are recognised when the University becomes obliged to make future payments as a result of a purchase of assets or services received. Payables are generally settled within a 30-day term.

(p) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or other expenses.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date, in which case they are classified as non-current.

(q) Employee benefits

Annual leave

This benefit is recognised at the reporting date in respect of employees' service up to that date and is measured at the amounts expected to be paid when the liabilities are settled, including anniversary increments and anticipated salary increases.

Long service leave

Unconditional long service leave provisions are classified as current liabilities as the University does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

The liability for conditional long service leave expected to be settled more than 12 months from the reporting date is recognised in the provision for employee benefits as a non-current liability and is measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

Superannuation

The University contributes to a number of superannuation schemes including both defined contribution and defined benefit schemes.

Payments to defined contribution schemes are charged as an expense as they fall due. The University's obligation is limited to these contributions.

Defined benefit schemes provide a defined lump sum benefit to scheme members based on years of service and final average salary. A defined benefit liability is included in the Statement of Financial Position equal to the present value of the defined benefit obligation at the reporting date (less any past service costs not yet recognised) less the fair value of scheme assets at the reporting date.

The cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out on an annual basis. Actuarial gains and losses are recognised in other comprehensive income. Where appropriate the University has adopted the multi employer provisions of AASB 119 'Employee Benefits'. This is currently relevant to the UniSuper Defined Benefit scheme.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Unfunded superannuation

An arrangement exists between the Commonwealth Government and the Western Australian Government to meet the unfunded liability for the University's beneficiaries of the State Superannuation Schemes on an emerging cost basis. The unfunded liabilities have been recognised in the Statement of Financial Position under Provisions, with a corresponding asset recognised under Receivables. The recognition of both the asset and the liability concurrently does not affect the year end net asset position of the University. The liability and equivalent receivable are measured actuarially on an annual basis.

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. The University recognises termination benefits either when it can no longer withdraw the offer of those benefits or when it has recognised costs for restructuring within the scope of AASB 137 when it is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal.

Accrued or prepaid salaries

Accrued salaries represent the amount due to staff but unpaid at the end of the financial period, as the end of the last pay period for that financial year does not always coincide with the end of the financial period. The University considers that the nominal carrying amount approximates net fair value.

If the payroll is paid on a date prior to the end of the financial year, the amount prepaid which overlaps the year end is treated as a current asset.

(r) Foreign currency

Transactions denominated in a foreign currency are translated at the rates in existence at the dates of the transactions. Foreign currency monetary items, which include cash, receivables and payables, are translated at exchange rates current at the reporting date. Exchange gains and losses are brought to account in the Operating Result.

The University enters into foreign exchange forward contracts to manage its exposure to foreign exchange risk to material transactions denominated in foreign currency. Hedges of foreign exchange risk on highly probable or firm commitments are recognised as cash flow hedges. The University reviews the effectiveness of the hedging instrument in offsetting the changes in the cash flows of the hedged transaction, with the effective portion being recognised directly in Equity through Other Comprehensive Income. The gain or loss on any ineffective portion is recognised immediately in the Operating Result and amounts recognised in Equity are transferred to the Operating Result in the period(s) that the hedged transaction is recognised. Hedge accounting is discontinued when the hedge instrument expires, is terminated, exercised, or no longer qualifies for hedge accounting. At this point, the cumulative gain or loss recognised in Equity is immediately recognised in the Operating Result.

(s) Taxes

Income tax

Curtin University is exempt from income tax as per Subdivision 50-B of the *Income Tax Assessment Act 1997*.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of GST except:

- where the GST incurred on a purchase of goods and services is not recoverable from the taxation authority, then the GST is recognised as part of the cost of acquisition or as part of the expense item as applicable
- where receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of Receivables or Payables in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST component of cash flows arising from investing activities, which is recoverable from or payable to the taxation authority, is classified as an operating cash flow.

Fringe benefits tax

The University is liable to pay fringe benefits tax, and it is included in 'Other Expenses' in the Statement of Comprehensive Income.

Payroll tax

The University is liable to pay payroll tax, and it is included in 'Employee Related Expenses' in the Statement of Comprehensive Income.

(t) Other expenses

Finance costs

Finance (or borrowing) costs expense is recognised on an accrual basis.

Finance costs for qualifying assets are capitalised net of any investment income earned on the unexpended portion of the borrowings. Other finance costs are expensed when incurred.

Repairs and maintenance

All repairs and maintenance expenditure is charged to the Statement of Comprehensive Income during the financial period in which it is incurred.

Research and development

Research and development costs, other than costs that meet the criteria for recognition as an intangible asset arising from development, are expensed to the Statement of Comprehensive Income as incurred.

(u) Comparative figures

Comparative figures have been, where appropriate, reclassified so as to be comparable with the figures presented in the current financial year.

(v) Fair value

The fair values of investments and other financial assets are based on quoted prices in an active market. If the market for a financial asset is not active (including unlisted securities), the University establishes fair value by using valuation techniques that maximise the use of relevant data. These include reference to the estimated price in an orderly transaction that would take place between market participants at the measurement date. Other valuation techniques used are the cost approach and the income approach based on the characteristics of the asset and the assumptions made by market participants.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(w) Externally operated campuses

The University provides its educational services through a number of campuses and other locations. The three campuses outside of Western Australia are managed and operated by third parties through contractual arrangements with the University. The University has no ownership or financial interest in these third party companies other than by way of the contractual arrangements.

OPERATOR	CAMPUS
Colleges of Business and Technology (NSW) Pty Ltd (100% subsidiary of Navitas Limited)	Sydney, New South Wales, Australia
Curtin Education Centre Pte Ltd (90% subsidiary of Navitas Limited)	Singapore
Curtin (Malaysia) Sdn Bhd	Miri, Sarawak, Malaysia

(x) New Accounting Standards and Interpretations

Certain new Accounting Standards and Interpretations have been published that are not mandatory for the 31 December 2013 reporting period.

The University's assessment of the new Standards and Interpretations that have been finalised is that there is no significant impact to the University's financial statements. Relevant Standards are as follows:

- AASB 9 'Financial Instruments'
- AASB 11 'Joint Arrangements'
- AASB 1053 'Application of Tiers of Australian Accounting Standards'
- AASB 2010-2 'Amendments to Australian Accounting Standards' arising from 'Reduced Disclosure Requirements'

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

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

(a) Critical accounting estimates and assumptions

The key assumptions made concerning the future, and other key sources of estimating uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- provision for impairment of receivables
- superannuation benefits and associated assets/liabilities
- discount rates used in estimating non-current provisions – discount rates are based on market yields on government bonds
- assessing impairment of assets including receivables, property, plant and equipment and investments
- estimating useful lives of non-current assets – the useful life reflects the consumption of the assets' future economic benefits.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)**(b) Critical judgements in applying the University's accounting policies**

The judgements that have been made in the process of applying accounting policies that have the most significant effect on the amounts recognised in the financial report include:

- estimating the useful life of key assets
- impairment of property, plant and equipment
- impairment of receivables
- impairment of other financial assets (including investments).

3 DISAGGREGATED INFORMATION

	Revenue		Results		Assets	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Geographical						
Australia	832,923	776,577	50,925	68,952	1,416,333	1,320,731
Asia	13,891	13,656	9,057	9,311	9,157	9,513
Other	2,475	2,205	2,417	2,113	2,435	2,113
Total	849,289	792,438	62,399	80,376	1,427,925	1,332,357

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

4 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP)

	Note	2013 \$'000	2012 \$'000
(a) Commonwealth Grants Scheme (CGS) and other grants	45(a)		
Commonwealth Grants Scheme		218,971	200,551
Indigenous Support Fund		1,641	1,613
Disability Support Program		66	50
Partnership and Participation Program		4,884	2,713
Transitional Cost Program		-	564
Total Commonwealth Grants Scheme and Other Grants		225,562	205,491
(b) Higher Education Loan Programs	45(b)		
HECS-HELP		120,220	96,065
FEE-HELP		21,296	18,993
SA-HELP		2,451	1,864
Total Higher Education Loan Programs		143,967	116,922
(c) Scholarships	45(c)		
Australian Postgraduate Awards		6,528	6,035
Indigenous Access Scholarships		61	81
International Postgraduate Research Scholarships		545	540
Commonwealth Education Costs Scholarships		101	430
Commonwealth Accommodation Scholarships		80	491
Total Scholarships		7,315	7,577
(d) Department of Education research	45(d)		
Joint Research Engagement Program		8,894	9,668
Sustainable Research Excellence		1,974	1,841
Research Training Scheme		16,294	15,696
Research Infrastructure Block Grants		2,865	2,937
Total Department of Education Research Grants		30,027	30,142
(e) Other capital funding	45(e)		
Education Investment Fund		-	1,300
Total Other Capital Funding		-	1,300

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
4 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)			
(f) Australian Research Council (ARC)			
(i) Discovery			
Project	45(f)(i)	6,810	5,701
Fellowships		2,868	2,085
Total Discovery		9,678	7,786
(ii) Linkages			
Infrastructure Projects	45(f)(ii)	2,029	1,169
		2,283	2,374
Total Linkages		4,312	3,543
(iii) Other			
Projects	45(f)(iii)	34	-
Total Other		34	-
(g) Other Australian Government financial assistance			
Non-capital			
CRC Cooperative Research Centres funding		6,654	6,565
CSIRO Flagship Collaborative Research Program		1,364	2,418
National Drug Law Enforcement Research Fund		102	-
NHMRC grants		1,939	1,148
Other Commonwealth research income		8,743	8,810
Other teaching grants		463	2,069
Other Commonwealth grants		5,926	5,930
Research funds from other universities		1,503	1,542
		26,694	28,482
Capital			
CRC Cooperative Research Centres funding		70	14
CSIRO Flagship Collaborative Research Program		1,249	-
Other Commonwealth research income		170	404
Other Commonwealth grants		932	277
Research funds from other universities		11	2,958
		2,432	3,653
Total Other Australian Government Financial Assistance		29,126	32,135
Total Australian Government Financial Assistance		450,021	404,896

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
4 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)			
Reconciliation			
Australian Government grants [a+c+d+e+f+g]		306,054	287,974
HECS-HELP payments		120,220	96,065
FEE-HELP payments		21,296	18,993
SA-HELP payments		2,451	1,864
		143,967	116,922
Total Australian Government Financial Assistance		450,021	404,896
(h) Australian Government grants received – cash basis			
CGS and other Department of Education grants	45(a)	227,845	202,064
Higher Education Loans Program	45(b)	147,442	116,528
Scholarships	45(c)	5,030	8,269
Department of Education research	45(d)	30,027	30,142
Other capital funding	45(e)	-	3,300
ARC grants – Discovery	45(f)(i)	8,709	7,337
ARC grants – Linkages	45(f)(ii)	3,027	3,038
ARC grants – Other	45(f)(iii)	34	-
Other government grants		26,197	24,036
Total Australian Government Grants Received – Cash Basis		448,311	394,714
OS-HELP (net)	45(g)	464	335
Superannuation supplementation	45(h)	6,356	7,085
Total Australian Government Funding Received – Cash Basis		455,131	402,134
5 STATE AND LOCAL GOVERNMENT FINANCIAL ASSISTANCE			
Non-capital			
Local government		266	407
State government		13,055	8,140
		13,321	8,547
Capital			
State government		269	702
Total State and Local Government Financial Assistance		13,590	9,249

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
6 FEES AND CHARGES			
Course fees and charges			
Fee-paying overseas students		172,464	180,469
Continuing education		1,806	2,478
Fee-paying domestic postgraduate students		13,217	12,716
Fee-paying domestic undergraduate students		2	6
Fee-paying domestic non-award students		18,611	23,378
Total Course Fees and Charges		206,100	219,047
Other non-course fees and charges			
Examination fees		110	124
Late fees		378	575
Library fines		114	134
Parking fees		3,472	3,755
Registration fees		236	200
Ancillary fees		267	249
Student accommodation		9,785	9,887
Student services and amenities fees		2,586	1,696
Other fees and charges		2,894	2,346
Total Other Non-Course Fees and Charges		19,842	18,966
Total Fees and Charges		225,942	238,013
7 INVESTMENT REVENUE			
Distributions and dividends from available-for-sale investments		19,974	18,421
Gain/(loss) on disposal of available-for-sale investments		406	843
Cumulative gain/(loss) reclassified from equity on disposal of available-for-sale investments		3,105	(581)
Interest received		4,480	6,439
Total Investment Revenue		27,965	25,122
8 ROYALTIES, TRADEMARKS AND LICENCES			
Royalties		26,222	22,883
Total Royalties, Trademarks and Licences		26,222	22,883
9 CONSULTANCY AND CONTRACTS			
Consultancy		13,686	8,293
Contract research		19,080	18,800
Total Consultancy and Contracts		32,766	27,093

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
10 OTHER REVENUE			
Trading income		14,372	15,617
Donations		1,611	1,969
Rental income		7,946	8,041
Non-government grants ¹		12,540	9,638
Insurance claims		6,644	1,184
Staff salary recoveries		2,052	1,853
Proceeds from sale of minor equipment		52	67
Conference income		387	1,032
Other		311	153
Total Other Revenue		45,915	39,554
Revenue from sale of goods ²		6,619	7,491
Cost of sales:			
Opening inventory		1,507	1,416
Purchases:		4,628	5,561
Closing inventory		(1,544)	(1,507)
Cost of goods sold ³		4,591	5,470
Gross margin before selling and administrative expenses		2,028	2,021

¹ Non-government grants include revenue for scholarships, sponsorships, training workshops and other sundry income.² Revenue from sale of goods is included under 'Trading income'.³ Costs of goods sold are included under Other Expenses - 'Inventory used and sold' (refer Note 17).

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
11 EMPLOYEE RELATED EXPENSES			
Academic			
Salaries		204,070	177,595
Contribution to funded superannuation and pension schemes		29,260	28,433
Long service leave		5,698	6,269
Annual leave		12,599	13,060
Payroll tax		13,187	12,619
Workers' compensation		237	1,273
Total Academic		265,051	239,249
Non-academic			
Salaries		169,745	146,136
Contribution to funded superannuation and pension schemes		24,454	22,169
Long service leave		5,373	5,596
Annual leave		10,982	10,811
Payroll tax		10,732	9,922
Workers' compensation		(22)	1,002
Total Non-Academic		221,264	195,636
Total Employee Related Expenses		486,315	434,885
Deferred superannuation expense	38(b)	505	362
Total Employee Related Expenses including Deferred Government Employee Benefits for Superannuation		486,820	435,247
12 DEPRECIATION AND AMORTISATION			
Buildings		24,348	21,644
Leasehold land and improvements		209	209
Computing equipment		1,705	1,334
Other equipment and furniture		6,884	5,848
Motor vehicles		172	158
Library collections		6,434	5,131
Total Depreciation Expense		39,752	34,324
13 REPAIRS AND MAINTENANCE			
Property		4,915	6,324
Minor new works		8,422	8,829
Grounds maintenance		876	1,117
Total Repairs and Maintenance		14,213	16,270

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
14 BORROWING COSTS			
Interest on borrowings		4,105	4,280
Less: Amount capitalised		-	-
Total Borrowing Costs		4,105	4,280
15 IMPAIRMENT OF ASSETS			
Bad debts written-off		(17)	97
Movement in provision for impaired receivables		27	(2,214)
Impairment/(impairment reversal) of other financial assets		(133)	(218)
Total Impairment of Assets		(123)	(2,335)
16 NET (GAIN)/LOSS ON DISPOSAL OF NON-CURRENT ASSETS			
Carrying amount of disposed non-current assets:			
Property, plant and equipment		1,967	573
Proceeds from disposal of non-current assets:			
Property, plant and equipment		(3,468)	(808)
Net (Gain)/Loss on Disposal of Non-Current Assets		(1,501)	(235)

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

Note	2013 \$'000	2012 \$'000
17 OTHER EXPENSES		
Advertising, marketing and promotional	7,369	7,492
Agency staff costs	4,832	4,308
Books	3,501	3,656
Computer peripherals and parts	19,321	17,197
Consumables	12,036	11,699
Contract work	46,619	32,076
Exchange rate losses	7	138
Fees and commissions	19,796	15,853
Financial assistance provided/research support	3,780	4,362
Graduations	1,119	909
Hospitality	2,937	2,777
Insurance	2,765	2,553
Inventory used and sold	5,934	7,721
Lease and rental	4,111	4,755
Non-capitalised equipment	6,790	8,054
Occupational health, safety and welfare	735	424
Offshore partner fee share	7	13
Partner service fees	13,162	12,061
Postage and courier	1,212	1,183
Publications	796	563
Scholarships, grants and prizes	37,012	37,121
Security	338	354
Staff development and training	4,504	4,388
Staff recruitment	2,117	1,620
Subscriptions	6,160	5,551
Telecommunications	2,226	2,153
Travel	14,497	14,752
Utilities and cleaning	17,348	17,616
Other	2,593	3,162
Total Other Expenses	243,624	224,511

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

18 DISCONTINUED OPERATIONS**Disposal of the Northam campus vested land and buildings**

On 1 July 2012, the University transferred the vested land and buildings thereon at its Northam campus to the VET (WA) Ministerial Corporation for nil consideration. These assets had been fully impaired in 2009 when the original decision to close the campus was made, and therefore no gain or loss arose from the transaction. The University's teaching and research operations at the Northam campus have not been discontinued and have been transferred to the Bentley campus.

The University also owned freehold land at Northam and operated a farm thereon until this operation was ceased and its assets sold in February 2013.

Disposal of the Vocational Training and Education Centre

The University continued to operate the Goldfields Art Centre until 31 August 2013, at which point the operations transferred to the VET (WA) Ministerial Corporation. There was no significant financial impact from the transfer.

Note	2013 \$'000	2012 \$'000
19 CASH AND CASH EQUIVALENTS		
(a) Cash and cash equivalents - unrestricted		
Cash at bank and on hand ¹	31,505	32,862
Fixed term deposits ²	17,500	45,000
Total Cash and Cash Equivalents - Unrestricted	49,005	77,862
(b) Cash and cash equivalents - restricted		
Trust cash at bank ¹	65	80
Trust fixed term deposit ²	1,757	1,677
Total Cash and Cash Equivalents - Restricted	1,822	1,757
Total Cash and Cash Equivalents	50,827	79,619

¹ Cash on hand is non-interest bearing. Cash at bank is subject to variable interest rates (refer Note 31).

² Deposits are interest bearing at variable interest rates (refer Note 31).

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
20 TRADE AND OTHER RECEIVABLES			
Current			
Student receivables		5,076	7,011
Less: Provision for impaired receivables		(321)	(249)
		4,755	6,762
General receivables		14,562	14,455
Less: Provision for impaired receivables		(60)	(105)
		14,502	14,350
Deferred government contribution for unfunded superannuation	38b	3,473	3,919
Total Current		22,730	25,031
Non-current			
Deferred government contribution for unfunded superannuation	38b	60,788	69,667
Total Receivables		83,518	94,698
Impaired receivables			
As at 31 December 2013 current receivables for student fees with a nominal value of \$0.321 million (2012: \$0.249 million) were impaired. The amount of the provision was \$0.321 million (2012: \$0.249 million).			
The ageing of these receivables is as follows:			
Less than 12 months		69	180
Greater than 12 months		252	69
		321	249
As at 31 December 2013, current receivables for student fees of \$3.541 million (2012: \$5.304 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		3,541	5,304
Greater than 12 months		-	-
		3,541	5,304

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
20 TRADE AND OTHER RECEIVABLES (continued)			
Movements in the provision for impaired student fees receivables are as follows:			
Balance at start of year		249	250
Provision for impairment recognised during the year		72	180
Receivables written-off during the year as uncollectable		-	(66)
Unused amount reversed		-	(115)
Balance at end of year		321	249
As at 31 December 2013 current general receivables with a nominal value of \$0.06 million (2012: \$0.105 million) were impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		-	41
Greater than 12 months		60	64
		60	105
As at 31 December 2013, current general receivables of \$10.779 million (2012: \$8.009 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		10,717	7,968
Greater than 12 months		62	41
		10,779	8,009
Movements in the provision for impaired general receivables are as follows:			
Balance at start of year		105	2,361
Receivables written-off during the year as uncollectable		-	(31)
Provision for impairment recognised during the year		-	1,657
Unused amount reversed		(45)	(3,882)
Balance at end of year		60	105
21 INVENTORIES			
Inventories held for resale			
Merchandise		1,544	1,507
Inventories not held for resale			
General stores		111	124
Farming stores		-	450
Total Inventories Not Held for Resale		111	574
Total Inventories		1,655	2,081

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
22 OTHER FINANCIAL ASSETS - UNRESTRICTED			
Current			
Loans receivable			
Interest bearing loans		613	703
Other loans		475	188
Total Current Other Financial Assets		1,088	891
Non-current			
Available-for-sale			
Funds under management (at fair value)		410,052	321,611
Unlisted shares and warrants (at cost)		2,502	2,632
Loans receivable			
Interest bearing loans		48	661
Total Non-Current Other Financial Assets		412,602	324,904
Total Other Financial Assets - Unrestricted		413,690	325,795
23 OTHER FINANCIAL ASSETS - RESTRICTED			
Current available-for-sale			
Restricted funds under management			
Research activities		60,720	50,176
Donations and prizes		23,200	21,864
Trusts		5,348	5,183
Total Restricted Funds Under Management (at fair value)		89,268	77,223
Total Restricted Other Financial Assets		89,268	77,223
Restricted funds are held as cash (refer Note 19(b)) or invested as managed funds. All available-for-sale financial assets are denominated in Australian currency. For an analysis of the credit risk and sensitivity of available-for-sale financial assets to price and interest rate risk, refer to Note 31.			
24 OTHER NON-FINANCIAL ASSETS			
Current			
Prepayments		18,380	13,560
Accrued income		11,518	16,618
Total Other Non-Financial Assets		29,898	30,178

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
25 PROPERTY, PLANT AND EQUIPMENT			
Land¹			
At cost		78,998	80,650
Accumulated impairment		-	(294)
		78,998	80,356
Buildings			
At cost		747,643	717,978
Accumulated depreciation and impairment		(176,364)	(163,350)
		571,279	554,628
Leasehold land and improvements			
At cost		5,423	5,423
Accumulated depreciation		(1,655)	(1,446)
		3,768	3,977
Work in progress			
Capital projects (at cost)		29,685	23,030
Computing equipment			
At cost		16,531	12,933
Accumulated depreciation		(12,367)	(10,835)
		4,164	2,098
Other equipment and furniture			
At cost		96,770	80,129
Accumulated depreciation		(58,592)	(54,092)
		38,178	26,037
Motor vehicles			
At cost		1,544	1,435
Accumulated depreciation		(879)	(893)
		665	542
Library collections			
At cost		26,253	24,930
Accumulated depreciation		(6,434)	(5,131)
		19,819	19,799
Works of art			
At cost		12,513	12,296
Total Property, Plant and Equipment		759,069	722,763

¹ Parts of the sites upon which the University is located at, in particular the Bentley and Kalgoorlie campuses, are vested in the University by the Western Australian Government.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

25 PROPERTY, PLANT AND EQUIPMENT (continued)

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the current financial year are set out below.

	Land \$'000	Buildings \$'000	Leasehold land and improve- ments \$'000	Work in progress \$'000	Computing equipment \$'000	Other equipment and furniture \$'000	Motor vehicles \$'000	Library collections \$'000	Works of art \$'000	Total \$'000
2013										
Carrying amount at start of year	80,356	554,628	3,977	23,030	2,098	26,037	542	19,799	12,296	722,763
Additions	-	782	-	53,390	1,926	14,847	329	6,454	297	78,025
Cost of disposals	(1,652)	(11,335)	-	-	(182)	(2,835)	(220)	-	(117)	(16,341)
Impairment loss reversals on disposals	294	8,010	-	-	-	-	-	-	-	8,304
Accumulated depreciation on disposals	-	3,323	-	-	182	2,379	186	-	-	6,070
Transfers in/(out)	-	40,219	-	(46,735)	1,845	4,634	-	-	37	-
Depreciation charge	-	(24,348)	(209)	-	(1,705)	(6,884)	(172)	(6,434)	-	(39,752)
Carrying amount at end of year	78,998	571,279	3,768	29,685	4,164	38,178	665	19,819	12,513	759,069
2012										
Carrying amount at start of year	80,717	520,551	4,186	35,250	2,019	23,159	461	18,189	11,893	696,425
Additions	-	383	-	43,605	1,333	8,450	253	6,741	470	61,235
Cost of disposals	(1,715)	(11,295)	-	-	(230)	(361)	(540)	-	(67)	(14,208)
Impairment loss reversals on disposals	1,354	6,871	-	-	-	-	-	-	-	8,225
Accumulated depreciation on disposals	-	4,300	-	-	230	347	533	-	-	5,410
Transfers in/(out)	-	55,462	-	(55,825)	80	290	(7)	-	-	-
Depreciation charge	-	(21,644)	(209)	-	(1,334)	(5,848)	(158)	(5,131)	-	(34,324)
Carrying amount at end of year	80,356	554,628	3,977	23,030	2,098	26,037	542	19,799	12,296	722,763

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

26 TRADE AND OTHER PAYABLES

	Note	2013 \$'000	2012 \$'000
Current			
Trade payables		13,864	11,187

27 BORROWINGS

	2013 \$'000	2012 \$'000
Current		
Treasury loans – secured	2,292	2,314
Non-current		
Treasury loans – secured	58,116	60,401
Total Borrowings	60,408	62,715

Treasury loans

The University has the following loans with the WA Treasury Corporation:

	Average interest rate	Maturity date	Principal outstanding 2013 \$'000	2012 \$'000
Capital works				
- quarterly principal and variable rate interest repayments	5.35%	15.10.2017	81	124
Muresk Campus housing				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	6.50%	15.07.2018	2,050	2,050
Bentley Campus housing				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	7.05%	15.01.2018	16,800	16,800
- quarterly principal and variable rate interest repayments	5.35%	15.10.2017	310	474
Goldfields Arts Centre				
- quarterly principal and variable rate interest repayments	5.34%	15.10.2014	586	1,240
Chemistry Centre of WA building				
- monthly principal and fixed rate interest repayments	6.77%	01.07.2029	36,364	37,637
- monthly principal and fixed rate interest repayments	5.11%	01.07.2029	4,217	4,390
Total Treasury Loans			60,408	62,715

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

Note	2013 \$'000	2012 \$'000
27 BORROWINGS (continued)		
Financing facilities available		
At reporting date the following financing facilities had been negotiated and were available:		
Total facilities:		
- Treasury loans	60,408	62,715
Facilities used at reporting date:		
- Treasury loans	60,408	62,715
Facilities unused at reporting date:		
- Treasury loans	-	-

Assets pledged as security

The University has not pledged any assets as security against the borrowings. The loans are secured by a State Treasurer's Guarantee.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

27 BORROWINGS (continued)**Fair value**

The carrying amounts and fair values of borrowings at balance date are:

	2013		2012	
	Carrying amount \$'000	Fair value \$'000	Carrying amount \$'000	Fair value \$'000
Capital works				
- quarterly principal and variable rate interest repayments	81	85	124	130
Muresk Campus housing				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	2,050	2,304	2,050	2,371
Bentley Campus housing				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	16,800	19,169	16,800	19,734
- quarterly principal and variable rate interest repayments	310	324	474	498
Goldfields Arts Centre				
- quarterly principal and variable rate interest repayments	586	601	1,240	1,283
Chemistry Centre of WA building				
- monthly principal and fixed rate interest repayments	36,364	41,320	37,637	45,196
- monthly principal and fixed rate interest repayments	4,217	4,303	4,390	4,707
Total Treasury Loans	60,408	68,106	62,715	73,920

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
28 PROVISIONS			
Current			
Employee benefits provisions			
Annual leave ¹		32,985	30,829
Long service leave ²		23,999	27,324
Employment on-costs		3,418	3,489
Redundancy costs		20,140	3,806
Superannuation:			
- deferred employee benefits for unfunded superannuation	38(b)	3,473	3,919
- other University pension liabilities	38(a)	95	87
Total Current Provisions		84,110	69,454
Non-current			
Employee benefits provisions			
Long service leave		29,999	22,960
Employment on-costs		1,800	1,378
Superannuation:			
- deferred employee benefits for unfunded superannuation	38(b)	60,788	69,667
- other University pension liabilities	38(a)	792	933
Total Non-Current Employee Benefits Provisions		93,379	94,938
Other non-current provisions			
Sarawak research fund provision ^(a)		-	-
Total Non-Current Provisions		93,379	94,938
Total Provisions		177,489	164,392

^(a) The University has agreed to contribute a proportion of its royalties receivable from the Curtin Sarawak Campus to a research fund for that campus.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
28 PROVISIONS (continued)			
Movements in other provisions			
Movements in each class of provision during the financial year, other than employee benefits, are set out below:			
<i>Employment on-costs provision</i>			
Balance at beginning of year		4,867	4,548
Addition/(reduction) in provisions recognised		2,165	2,110
Reduction arising from payments		(1,814)	(1,791)
Balance at end of year		5,218	4,867
<i>Redundancy costs provision</i>			
Balance at beginning of year		3,806	9,965
Addition/(reduction) in provisions recognised		16,593	(5,981)
Reduction arising from payments		(259)	(178)
Balance at end of year		20,140	3,806
<i>Sarawak research fund provision</i>			
Balance at beginning of year		-	1,006
Addition/(reduction) in provisions recognised		-	-
Reduction arising from payments		-	(1,006)
Balance at end of year		-	-
¹ Annual leave (including employment on-costs)			
Annual leave liabilities (including employment on-costs) have been classified as current as there is no unconditional right to defer settlement for at least 12 months after balance sheet date. Actual settlement of the current liabilities is expected to occur as follows:			
Within 12 months of the end of the reporting period		24,635	23,538
More than 12 months after the end of the reporting period		10,329	9,140
		34,964	32,678
² Long service leave (including employment on-costs)			
Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after balance sheet date. Actual settlement of the current liabilities is expected to occur as follows:			
Within 12 months of the end of the reporting period		8,312	7,961
More than 12 months after the end of the reporting period		17,126	21,003
		25,438	28,964

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
29 OTHER LIABILITIES			
Current			
Income received in advance		33,635	36,009
Accrued expenses		21,984	32,773
Monies held in trust		7,170	6,940
Total Other Liabilities		62,789	75,722
30 EQUITY			
Reserves			
Investments revaluation reserve	30(a)	40,082	7,447
Research grants reserve	30(b)	60,720	50,404
Total Reserves		100,802	57,851
Retained Earnings	30(c)	1,012,573	960,490
(a) Investments revaluation reserve			
The investments revaluation reserve arises on the revaluation of available-for-sale financial assets. Where a revalued financial asset is sold, that portion of the reserve which relates to that financial asset and is effectively realised, is recognised in the Operating Result. Where a revalued financial asset is impaired, the portion of the reserve which relates to that financial asset is transferred to the Operating Result.			
<i>Movement in reserve</i>			
Balance at beginning of year		7,447	(15,861)
Unrealised valuation gain/(loss)		32,719	23,350
Realised (gain)/loss on sale of financial assets		(217)	(260)
Impairment reversal/(impairment) of financial assets		133	218
Movement for the year		32,635	23,308
Balance at end of year		40,082	7,447

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	Note	2013 \$'000	2012 \$'000
30 EQUITY (continued)			
(b) Research grants reserve			
Non-reciprocal research grants are required by Accounting Standards to be recognised as income when the University obtains control over the asset comprising the contributions. This reserve is provided for the balance of unspent research grants at the end of each financial year.			
Balance at beginning of year		50,404	44,636
Transfers to reserves		28,033	24,686
Transfers from reserves		(17,717)	(18,918)
Balance at end of year		60,720	50,404
(c) Retained earnings			
Balance at beginning of year		960,490	885,882
Net operating result for the year		62,399	80,376
Transfers to reserves		(28,033)	(24,686)
Transfers from reserves		17,717	18,918
Balance at end of year		1,012,573	960,490

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

31 FINANCIAL INSTRUMENTS

	Weighted average effective interest rate %	Non-interest bearing \$'000	Variable interest rate \$'000	Fixed interest rate \$'000	Total carrying amount \$'000	Maturity Profile														
						Less than 1 year \$'000	1-5 years \$'000	More than 5 years \$'000												
2013																				
Financial assets																				
Cash and cash equivalents	2.96%	20	50,807	-	50,827	50,827	-	-												
Receivables	-	19,257	-	-	19,257	19,257	-	-												19,257
Loans receivable	3.11%	475	661	-	1,136	1,088	48	-												475
Unlisted securities (unrestricted)	-	2,502	-	-	2,502	-	2,502	-												-
Funds under management (unrestricted) ^{1,4}	0.003%	407,791	2,261	-	410,052	-	57,692	352,361												2,261
Funds under management (restricted) ⁴	-	89,268	-	-	89,268	-	-	89,268												-
Total Financial Assets		519,313	53,729	-	573,042	71,172	60,242	441,629												21,993
Financial liabilities																				
Payables	-	13,864	-	-	13,864	13,864	-	-												-
Borrowings	6.70%	-	978	59,430	60,408	2,292	26,379	31,737												-
Total Financial Liabilities		13,864	978	59,430	74,272	16,156	26,379	31,737												-
2012																				
Financial assets																				
Cash and cash equivalents	3.90%	35	79,584	-	79,619	79,619	-	-												-
Receivables	-	21,112	-	-	21,112	21,112	-	-												21,112
Loans receivable	4.71%	188	1,364	-	1,552	891	661	-												188
Unlisted securities (unrestricted)	-	2,632	-	-	2,632	-	2,632	-												-
Funds under management (unrestricted) ^{1,4}	0.01%	319,359	2,252	-	321,611	417	64,939	256,256												2,252
Funds under management (restricted) ⁴	-	77,223	-	-	77,223	-	-	77,223												-
Total Financial Assets		420,549	83,200	-	503,749	102,039	68,232	333,479												23,552
Financial liabilities																				
Payables	-	11,187	-	-	11,187	11,187	-	-												-
Borrowings	6.68%	-	1,838	60,877	62,715	2,314	26,657	33,745												-
Total Financial Liabilities		11,187	1,838	60,877	73,902	13,501	26,657	33,745												-

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

31 FINANCIAL INSTRUMENTS (continued)

	Foreign Exchange Risk Sensitivity ²				Interest Rate Risk Sensitivity				Price Risk Sensitivity ³				Credit risk \$'000	
	-10%		+10%		-200 bps		+200 bps		-15%		+15%			
	Operating Result \$'000	Other equity \$'000	Operating Result \$'000	Other equity \$'000	Operating Result \$'000	Other equity \$'000	Operating Result \$'000	Other equity \$'000	Operating Result \$'000	Other equity \$'000	Operating Result \$'000	Other equity \$'000		
	-	-	-	-	(2,189)	-	2,189	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	19,257
	-	-	-	-	(8)	-	8	-	-	-	-	-	-	475
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	4,163	-	(4,163)	(12)	-	12	-	(6,716)	(54,831)	236	61,311	2,261	
	-	-	-	-	-	-	-	-	(1,462)	(11,937)	51	13,347	-	
Total Financial Assets	-	4,163	-	(4,163)	(2,209)	-	2,209	-	(8,178)	(66,768)	287	74,658	21,993	
Financial liabilities														
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	30	-	(30)	-	-	-	-	-	-	-
Total Financial Liabilities	-	-	-	-	30	-	(30)	-	-	-	-	-	-	-
2012														
Financial assets														
Cash and cash equivalents	-	-	-	-	(2,522)	-	2,522	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	21,112
Loans receivable	-	-	-	-	(22)	-	22	-	-	-	-	-	-	188
Unlisted securities (unrestricted)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Funds under management (unrestricted) ^{1,4}	-	2,665	-	(2,665)	(15)	-	15	-	(6,518)	(41,782)	266	48,033	2,252	
Funds under management (restricted) ⁴	-	-	-	-	-	-	-	-	(1,565)	(10,032)	64	11,533	-	
Total Financial Assets	-	2,665	-	(2,665)	(2,559)	-	2,559	-	(8,083)	(51,814)	330	59,566	23,552	
Financial liabilities														
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	30	-	(30)	-	-	-	-	-	-	-
Total Financial Liabilities	-	-	-	-	30	-	(30)	-	-	-	-	-	-	-

¹ Funds under management mainly comprise investments in unit based funds. Credit risk exposure relates only to funds under management, not in unit-based funds.

² A positive number indicates an increase in operating surplus and equity where the Australian dollar weakens against the foreign currency.

³ Operating Result would not be affected if prices increased by 15% as the equity investments are classified as available-for-sale with gains recognised directly in equity. However, Operating Result would be affected if prices decreased by 15% with further decreases in value of previously impaired available-for-sale assets recognised in the Operating Result.

⁴ Funds under management in unit-based funds receive income by way of distributions and do not attract interest.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

32 FINANCIAL RISK MANAGEMENT

Financial instruments held by the University are cash and cash equivalents, receivables, available-for-sale financial assets, borrowings and payables. The University has exposure to financial risks. The University's overall risk management program focuses on managing the risks identified below.

(a) Market risk

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market prices. Components of market risk to which the University is exposed are:

(i) Interest rate risk

The University is exposed to interest rate risk from its use of interest bearing financial assets and liabilities. Non-derivative interest bearing assets are predominantly short-term liquid assets, that is, cash, cash deposits, interest bearing loans advanced and some funds under management. The University's main interest rate liability risk arises from borrowings issued at fixed rates, which give exposure to fair value interest rate risk, and from borrowings at a variable interest rate, which give rise to cash flow interest rate risk. The University manages its borrowings in accordance with targeted interest rate, liquidity and debt portfolio maturity profiles. Notes 27 and 31 provide further detail.

Note 31 details the University's sensitivity to a 200 basis point increase or decrease in interest rates assuming the change took place at the beginning of the financial year and held constant throughout the reporting period. There is no significant exposure to interest rate risks.

(ii) Foreign currency risk

The University is exposed to foreign currency risk when income from overseas operations, such as royalties and offshore partner fees, is received in foreign currency.

The University manages this risk by conducting its contracts and business in Australian dollars where it is commercially practical to do so. Furthermore, the University seeks to hedge any material, highly probable foreign currency transactions by way of permitted instruments with appropriate counterparties. The University does not undertake speculative positions on movements in foreign currency exchange rates.

The University holds available-for-sale investments whose underlying assets include some investments denominated in foreign currency which are unhedged.

At 31 December 2013, the University held no foreign currency forward exchange contracts (2012: nil).

(iii) Price risk

Price risk arises when there is a possibility of decline in the value of investments. It refers to the risk that the value of an investment will fluctuate due to changes in market prices. Investments include unlisted securities and funds under management. Note 31 details the University's sensitivity to a 15% increase or decrease in prices at reporting date on its funds under management. At reporting date, if the inputs to valuation of funds under management had been 15% higher, Equity would have been \$74.658 million higher (2012: \$59.566 million) and the Operating Result would have been \$0.287 million (2012: \$0.330 million) higher due to the reversal of previously impaired available-for-sale debt investments. However, if the inputs to the valuation of the funds under management had been 15% lower, the devaluation would have reduced the Equity Reserve by \$66.768 million (2012: \$51.814 million) and the impairment loss that would have been recognised through the Operating Result on previously impaired assets would have been \$8.178 million (2012: \$8.083 million).

The University's sensitivity to price risk has increased over the period due to the higher fair value of equity investments held and additional investments made during the year.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

32 FINANCIAL RISK MANAGEMENT (continued)

(b) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument resulting in a financial loss to the University. The University has exposure to credit risk and financial loss on financial assets included in the Statement of Financial Position, comprising trade and other receivables, and other financial assets.

Procedures are in place to minimise exposure to credit risk associated with students and other debtors. The credit risk on funds under management and derivative financial instruments is limited as the counterparties are generally either with banks or investment-grade fund managers. For an analysis of credit risk of the University, refer to Note 31.

The University's funds under management subject to credit risk has reduced and certain zero coupon bonds held are endowed with capital protection mechanisms. At reporting date, some previously impaired available-for-sale debt investments increased in value, resulting in reversal of impairments to the Operating Result of \$0.133 million (2012: \$0.218 million).

(c) Liquidity risk

Liquidity risk refers to the risk of financial loss to the University as a result of insufficient funds being available to meet its short and long-term liabilities.

The University manages liquidity risk by maintaining adequate cash and cash equivalent balances, monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

33 FAIR VALUE

(a) Fair Value measurements

The fair values of financial assets and financial liabilities shown in Note 31 are determined as follows:

- due to the short-term nature of current trade and other receivables and payables, their carrying value is assumed to approximate fair value and, based on credit history, it is expected that the receivables that are neither past due date nor impaired will be received when due
- available-for-sale equity financial assets are traded on an active market. Hence, the fair value of these investments is based on quoted market prices at the reporting date (Level 1). The fair value of available-for-sale debt financial assets are determined based on market prices of financial assets with similar maturity and risk profiles due to the illiquidity of these financial assets (Level 2)
- unlisted shares are measured at cost as their fair value cannot be measured reliably. Unlisted shares are not traded on an active market
- the fair value of loans to related entities are estimated for disclosure purposes by discounting the future contractual cash flows at the University's weighted average interest rate of cash and cash equivalents
- the fair value of borrowings is based on cash flows discounted using borrowing rates provided by the Western Australian Treasury Corporation. The rates vary between 5% to 7% depending on the purpose of the borrowing (2012: 5% to 7%). The fair value of the borrowings equals the carrying amount including additional charges and adjustments provided by the Western Australian Treasury Corporation, had the University terminated the loans at 31 December of each year.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

	2013		2012		2013		2013 Fair Value Hierarchy			2012 Fair Value Hierarchy		
	Carrying amount \$'000	Carrying amount \$'000	Fair value \$'000	Fair Value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000		
Financial assets												
Cash and cash equivalents	50,827	79,619	50,827	79,619	-	-	-	-	-	-	-	
Receivables	19,257	21,112	19,257	21,112	-	-	-	-	-	-	-	
Loans receivable	1,136	1,552	1,544	1,545	-	-	-	-	-	-	-	
Unlisted securities (unrestricted)	2,502	2,632	2,502	2,632	-	-	-	-	-	-	-	
Funds under management (unrestricted)	410,052	321,611	410,052	321,611	407,800	2,252	-	319,359	2,252	-	-	
Funds under management (restricted)	89,268	77,223	89,268	77,223	89,268	-	-	77,223	-	-	-	
Total Financial Assets	573,042	503,749	573,450	503,742	497,068	2,252	-	396,582	2,252	-	-	
Financial liabilities												
Payables	13,864	11,187	13,864	11,187	-	-	-	-	-	-	-	
Borrowings	60,408	62,715	68,106	73,920	68,106	-	-	73,920	-	-	-	
Total Financial Liabilities	74,272	73,902	81,970	85,107	68,106	-	-	73,920	-	-	-	

33 FAIR VALUE (continued)**(b) Fair Value hierarchy****(c) Valuation techniques**

The Fair Value Hierarchy reflects the following levels of inputs used in measuring the fair value of financial assets and financial liabilities:

Level 1: The fair value of assets and liabilities are determined based on quoted market prices (unadjusted) in active markets for identical assets or liabilities. The fair valuation of borrowings is primarily based on the net present value of the borrowing using the variable rate for lending at year end. Where the variable rate is lower than the fixed rate, the fair value is greater than the face value.

Level 2: The fair value of assets and liabilities have been determined from inputs other than quoted prices that are observable for the asset or liability, either directly (that is, as prices) or indirectly (derived from prices). This includes directly held fixed income securities of the University (classified as Funds Under Management) being derived from observable market data.

Level 3: Inputs for the assets or liabilities that are not based on observable market data.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

34 REMUNERATION OF MEMBERS OF THE ACCOUNTABLE AUTHORITY AND SENIOR OFFICERS**(a) Remuneration of Members of the Accountable Authority****Names of Persons who were Members of the Accountable Authority during the financial year**

For the purposes of the *Financial Management Act 2006*, the University Council is the Accountable Authority of the University.

Members appointed by Governor in Council

Mr Colin Beckett, Chancellor (to 31 March 2013)
 Mr Chris Bennett
 Mr Kim Bridge
 Mr Michael Lishman
 Mr Keith Spence
 Dr Michael Stanford, Pro Chancellor

Member nominated by the Minister for Education and Training

Ms Sue Wilson (from 3 May 2013)

Member who is the Chief Executive Officer

Professor Jeanette Hackett, Vice-Chancellor
 (to 8 August 2013 – on leave from 9 August 2013 until her retirement in February 2014)
 Professor Colin Stirling, Acting Vice-Chancellor (from 9 August 2013)

Members elected by full-time academic staff

Associate Professor Kerry Smith (to 31 March 2013)
 Dr Jan Sinclair-Jones (to 5 July 2013)
 Professor Glenda Scully (from 1 April 2013)

Member elected by full-time general staff

Mr Marco Schultheis (to 17 June 2013)
 Mr Andy Sharp (from 18 June 2013)

Co-opted Members

Ms Zelinda Bafile (to 31 March 2013)
 Mr Colin Beckett, Chancellor (from 1 April 2013)
 Mr Steve Scudamore
 Mr Gene Tilbrook

Members who are members of bodies that represent the interests of the University in places other than the University's principal campus

Vacant

Member who is a member of the Academic Board elected by and from the Academic Board

Associate Professor Linley Lord

Members elected by students

Ms Marion Devé (elected 1 January 2013 and ceased 31 December 2013)
 Ms Eva Przenioslo (elected 1 January 2013 and ceased 31 December 2013)

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

34 REMUNERATION OF MEMBERS OF THE ACCOUNTABLE AUTHORITY AND SENIOR OFFICERS (continued)**Remuneration of Members of the Accountable Authority**

The number of Members of the Accountable Authority, whose total fees, salaries, superannuation and other benefits for the financial year fall within the following bands, were:

	2013 Number	2012 Number
Nil-\$10,000	7	7
\$10,001-\$20,000	5	4
\$20,001-\$30,000	1	2
\$60,001-\$70,000	1	1
\$130,001-\$140,000	1	-
\$140,001-\$150,000	-	1
\$150,001-\$160,000	-	1
\$160,001-\$170,000	1	1
\$170,001-\$180,000	1	-
\$240,001-\$250,000	1	-
\$280,001-\$290,000	1	-
\$310,001-\$320,000	-	1
\$590,001-\$600,000	1	-
\$650,001-\$660,000	1	-
\$830,001-\$840,000	-	1
	2013 \$'000	2012 \$'000
Aggregate Remuneration of Members of the Accountable Authority^a	2,445	1,798

^aIncludes accrued leave.**(b) Remuneration of Senior Officers**

The number of Senior Officers other than Senior Officers reported as Members of the Accountable Authority, whose total of fees, salaries, superannuation and other benefits for the financial year fall within the following bands, were:

	2013 Number	2012 Number
\$100,001-\$110,000	1	-
\$130,001-\$140,000	1	1
\$230,001-\$240,000	1	1
\$270,001-\$280,000	1	-
\$300,001-\$310,000	1	-
\$310,001-\$320,000	-	1
\$320,001-\$330,000	-	2
\$330,001-\$340,000	1	-
\$340,001-\$350,000	2	-
\$350,001-\$360,000	1	1
\$360,001-\$370,000	1	1
\$370,001-\$380,000	1	-

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

34 REMUNERATION OF MEMBERS OF THE ACCOUNTABLE AUTHORITY AND SENIOR OFFICERS (continued)

	2013 Number	2012 Number
\$400,001-\$410,000	-	2
\$420,001-\$430,000	-	1
\$430,001-\$440,000	1	1
\$440,001-\$450,000	1	1
\$460,001-\$470,000	1	-
\$550,001-\$560,000	-	1
	2013 \$'000	2012 \$'000
Aggregate Remuneration of Senior Officers^a	4,539	4,718

^aIncludes accrued leave.**35 REMUNERATION OF AUDITORS**

During the year the following fees (excluding GST) were payable for services provided by the auditor of the University and non-related audit firms:

	2013 \$'000	2012 \$'000
(a) Audit and review of the Financial Statements		
Fees paid to the Office of the Auditor General	273	263
(b) Other audit and assurance services¹		
Fees paid to the Office of the Auditor General	13	12
AQIS Canberra	3	3
AUS-MEAT Limited	-	3
Casilli Holdings Pty Ltd	9	14
SV McLean	4	-
QAP	2	-
Quantum Assurance	-	5
SAI Global Limited	5	6
Total Fees Paid for Other Audit Services	36	43
Total Remuneration of Auditors	309	306

¹Other audit and assurance services are related to compliance audits and research project audits.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

36 CONTINGENT LIABILITIES AND CONTINGENT ASSETS**(a) Contingent liabilities****Legal actions**

The University is potentially exposed to one contingent liability as a result of legal actions that have arisen in the course of the University's normal operations. This claim has been referred to the University's insurers and is being defended. The University has been advised that it is protected by insurance and accordingly, the University does not believe that this legal action, if successful, would result in material loss.

(b) Contingent assets

The University had no contingent assets at the reporting date.

	2013 \$'000	2012 \$'000
37 COMMITMENTS		
(a) Capital commitments		
Capital expenditure contracted for the reporting date but not recognised as liabilities is as follows:		
Property, Plant and Equipment:		
Within one year	18,027	8,991
Later than one year	482	-
Total Capital Expenditure Commitments	18,509	8,991
(b) Lease commitments		
Operating leases		
A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership. Operating leases at the University are related to computer leases, network leases, motor vehicle leases and building leases.		
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:		
Within one year	9,519	10,552
Between one and five years	12,699	12,154
Later than five years	28,564	29,322
Total Future Minimum Lease Payments	50,782	52,028
(c) Other expenditure commitments		
Commitments in relation to purchase orders are payable as follows:		
Within one year	16,270	7,423

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

37 COMMITMENTS (continued)

	2013 \$'000	2012 \$'000
(d) Loans commitment to related parties		
Loans committed at the reporting date but not recognised as liabilities are as follows:		
Within one year	660	-
Between one and five years	100	-
Later than five years	-	-
Total Loans Commitment to Related Parties	760	-

All the above commitments are inclusive of GST.

38 DEFINED BENEFIT SUPERANNUATION PLANS**(a) Curtin University pension obligations**

Until 30 June 2006, a group of former employees was entitled, on retirement, death or disablement, to defined benefits under the Curtin University Superannuation Scheme. In some circumstances the scheme provided pension benefits. All members of the scheme had retired, and had either received a pension or were entitled to receive a pension at a future date under certain circumstances. The scheme was wound up on 30 June 2006. Some former members of the wound-up scheme entered into a contractual relationship directly with the University. The University now provides benefits to those individuals, consistent with their entitlements under the wound-up scheme. The University meets the benefits directly as they fall due.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

38 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

	2013 \$'000	2012 \$'000
Reconciliation of the present value of the defined benefit obligation		
Present value of defined benefit obligations at beginning of the year	1,020	932
Current service cost	-	-
Interest cost	33	36
Actuarial loss/(gain)	(79)	130
Benefits paid	(87)	(78)
Present value of defined benefit obligations at end of the year	887	1,020
Reconciliation of the fair value of assets		
Fair value of assets at beginning of the year	-	-
Employer contributions	87	78
Benefits paid	(87)	(78)
Fair value of assets at end of the year	-	-
Reconciliation of the assets and liabilities recognised in the Statement of Financial Position		
Present value of defined benefit obligation	887	1,020
Fair value of assets	-	-
Net liability	887	1,020
Liability recognised in the Statement of Financial Position		
Current	95	87
Non-current	792	933
	887	1,020
Expense recognised in the Statement of Comprehensive Income		
Interest cost	33	36
Actuarial loss/(gain)	(79)	130
Superannuation expense/(benefit)	(46)	166

Assets

There are no assets held specifically to meet the University's obligations with regard to this liability.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

38 DEFINED BENEFIT SUPERANNUATION PLANS (continued)**Nature of asset/liability**

The University has recognised a liability in the Statement of Financial Position under Provisions in respect of its defined benefit superannuation arrangements. The University has no legal obligation to settle this liability with an immediate contribution or additional one-off contributions. The University intends to continue to meet the cost of the benefits as they fall due.

(b) Government Employees Superannuation Board (GESB)**Scheme information**

The Scheme operates under the State Superannuation Act 2000 (Western Australia) and the State Superannuation Regulations 2001 (Western Australia). GESB is the Scheme's Trustee and is responsible for the governance of the Scheme. As Trustee, GESB has a legal obligation to act solely in the best interests of Scheme beneficiaries.

Pension Scheme members receive pension benefits on retirement, death or invalidity. The Fund Share of the pension benefit, which is based on the member's contributions plus investment earnings, may be commuted to a lump sum benefit. The University does not bear the cost associated with indexation of any pension arising from the Fund Share. The state share of the pension benefit, which is fully employer-financed, cannot be commuted to a lump sum benefit.

Some former Pension Scheme members have transferred to the Gold State Super Scheme. In respect of their transferred benefit, the members receive a lump sum benefit at retirement, death or invalidity which is related to their salary during their employment and indexed during any deferral period after leaving public sector employment.

The weighted average duration of the defined benefit obligation for the whole of the Pension Scheme is 9.6 years.

The following disclosures are in respect of the employer-financed benefits only. The Pension Scheme and Gold State Super Scheme have been combined in the Note disclosure below.

	2013 \$'000	2012 \$'000
Reconciliation of the present value of the defined benefit obligation		
Present value of defined benefit obligations at beginning of the year	73,586	72,242
Current service cost	-	-
Interest cost	2,194	2,738
Actuarial loss/(gain)	(5,173)	5,261
Benefits paid	(6,347)	(6,655)
Present value of defined benefit obligations at end of the year	64,260	73,586

These defined benefit obligations are wholly unfunded, such that there are no assets. The University contributes any shortfalls of reimbursement rights, as required, to meet the benefits paid (refer Note 11).

Reconciliation of the fair value of scheme assets

Fair value of scheme assets at beginning of the year	-	-
Employer contributions	6,347	6,655
Benefits paid	(6,347)	(6,655)
Fair value of scheme assets at end of the year	-	-

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

38 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

	2013 \$'000	2012 \$'000
Reconciliation of the net liability recognised in the Statement of Financial Position		
Present value of defined benefit obligations	64,260	73,586
Fair value of the scheme assets	-	-
Net liability	64,260	73,586
Fair value of reimbursement rights	64,260	73,586
Total net liability/(asset) in the Statement of Financial Position	-	-
Present value of defined benefit obligations/reimbursement right is recognised as:		
Current	3,473	3,919
Non-current	60,788	69,667
	64,261	73,586
Expense recognised in the Statement of Comprehensive Income		
Current service cost	-	-
Interest cost	2,194	2,738
Reimbursement rights adjustments	(1,689)	(2,376)
Deferred superannuation expense	505	362
Actuarial loss/(gain) recognised in Other Comprehensive Income		
Actuarial loss/(gain)	(5,173)	5,261
Reimbursement right adjustments	5,173	(5,261)
Net actuarial loss/(gain) recognised on defined benefit obligations	-	-

Scheme assets

There are no assets in the Pension Scheme to support the state share of the benefit or in the Gold State Super Scheme for current employees to support the transferred benefits. Hence, there is:

- no fair value of scheme assets
- no asset allocation of scheme assets
- no financial instruments issued by the employer
- no assets used by the employer
- no asset-liability matching strategies.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

38 DEFINED BENEFIT SUPERANNUATION PLANS (continued)**Significant actuarial assumptions used in determining defined benefit obligation**

% per annum	2013	2012
Discount rate (active members)	4.17%	3.11%
Discount rate (pensioners)	4.17%	3.11%
Expected salary increase rate	5.00%	5.00%
Expected pension increase rate	2.50%	2.50%

The discount rate is based on the government bond maturing in April 2023. The decrement rates used (for example, mortality and retirement rates) are based on those used at the last actuarial valuation for the schemes.

	2013 \$'000	2012 \$'000	2011 \$'000	2010 \$'000	2009 \$'000
Historical information					
Present value of defined benefit obligation	64,261	73,586	72,242	66,210	69,186
Fair value of scheme assets	-	-	-	-	-
Deficit in scheme assets	64,261	73,586	72,242	66,210	69,186
Experience adjustments (gain)/loss – scheme assets	-	-	-	-	-
Experience adjustments (gain)/loss – scheme liabilities	921	(1,591)	928	1,484	(698)

The experience adjustment for scheme liabilities represents the actuarial loss/(gain) due to a change in the liabilities arising from the scheme's experience (for example, membership movements, unit entitlements) but excludes the effect of the changes in assumptions (for example, movement in the bond rate and changes in pensioner mortality assumptions).

**2014
\$'000****Expected contributions**

Expected employer contributions	6,027
---------------------------------	-------

Nature of asset/liability

The University has recognised a liability in the Statement of Financial Position under Provisions in respect of its defined benefit superannuation arrangements (refer Note 28).

An arrangement exists between the Australian Government and the Government of Western Australia to meet the unfunded liability for beneficiaries of the State Superannuation Schemes on an emerging cost basis. Accordingly, a corresponding asset is recognised under Receivables for the reimbursement rights (refer Note 20).

The recognition of both the asset and the liability consequently do not affect the year end net asset position of the University, therefore no sensitivity analysis is relevant.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

38 DEFINED BENEFIT SUPERANNUATION PLANS (continued)**(c) UniSuper Defined Benefit Plan****Scheme information**

The UniSuper Defined Benefit Plan is a multi-employer defined benefit plan under superannuation law. However, it is considered to be a multi-employer defined contribution plan under the Accounting Standard AASB 119 'Employee Benefits'. This is because, where there are or may be insufficient funds to provide benefits payable, the trustee must reduce the benefits payable on a fair and equitable basis. The employer's legal or constructive obligation is limited to the amount that it agrees to contribute to the funds and the actuarial and investment risks rest with the employee.

(d) Superannuation employer contributions

Employer contributions for all superannuation plans of \$53.714 million (2012: \$50.602 million) were charged as an expense under employee benefits (refer Note 11) as they fell due.

39 EVENTS OCCURRING AFTER REPORTING DATE

No events have occurred after the reporting date that are likely to have a material impact on the financial report of the University.

40 NOTES TO THE STATEMENT OF CASH FLOWS**(a) Reconciliation to cash**

Cash at the end of the year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	2013 \$'000	2012 \$'000
Unrestricted cash and cash equivalents (Note 19(a))	49,005	77,862
Restricted cash and cash equivalents (Note 19(b))	1,822	1,757
Balance as per Statement of Cash Flows	50,827	79,619

(b) Reconciliation of operating result to net cash provided by ordinary activities

Net operating result for the year	62,399	80,376
Depreciation expense	39,752	34,324
Net (gain)/loss on disposal of non-current assets	(1,501)	(235)
Impairment of assets	(123)	(2,335)
Other non-cash items	(4,346)	(227)
Net exchange differences	7	138
Changes in assets and liabilities		
(Increase)/decrease in trade and other receivables	11,180	2,415
(Increase)/decrease in inventories	426	(104)
(Increase)/decrease in other current assets	280	(6,401)
Increase/(decrease) in trade and other payables	3,086	(6,077)
Increase/(decrease) in provisions	13,097	(106)
Increase/(decrease) in other current liabilities	(12,933)	16,019

Net Cash Provided by Operating Activities	111,324	117,787
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Notes to the Financial Statements (continued)

for the year ended 31 December 2013

41 NON-CASH FINANCING AND INVESTING ACTIVITIES

During the year, the University received and re-invested non-cash distributions net of fees from the available-for-sale investments of \$0.3m (2012: \$0.2m). The investment revenue was not reflected in the Statement of Cash Flows.

42 RELATED PARTIES**Transactions with specified Accountable Authority and Senior Officers****(a) Accountable Authority and Senior Officers' remuneration and retirement benefits**

Details of remuneration and retirement benefits are disclosed in Note 34.

(b) Other transactions with specified Accountable Authority and Senior Officers

University Council members, or their related entities, may conduct transactions with the University that occur within a normal employee, customer or supplier relationship on terms and conditions that are no more favourable than those with which it is reasonable to expect the University to adopt if it was dealing at arm's length in similar circumstances.

These transactions include the following and have been quantified below where the transactions are considered likely to be of interest to users of these financial statements:

Transaction type	Related party	2013 \$'000	2012 \$'000
Purchases	Curtin Student Guild	4,053	3,631
Revenue	Curtin Student Guild	1,617	983
Receivable at 31 December	Curtin Student Guild	1,239	16
Payable at 31 December	Curtin Student Guild	2,586	359
(c) Loans to related parties			
Balance at beginning of year		188	-
Loans advanced		288	188
Loans repayment received		-	-
Interest charged		-	-
Interest received		-	-
Balance at end of year		475	188

The University invested in a number of unlisted companies which were established to commercialise intellectual property. Loans were advanced to some of the entities.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

43 INVESTMENT IN RELATED ENTITIES

(a) Companies

Details of the University's significant associates at 31 December 2013 are listed below.

Name of entity	Country of incorporation	Carrying value of investment		Equity holding	
		2013 \$'000	2012 \$'000	2013 %	2012 %
Associates					
HiSeis Pty Ltd	Australia	275	275	40	48
Scanalyse Holdings Pty Ltd ¹	Australia	-	236	-	32
iCetana Pty Ltd	Australia	390	300	32	32
Skrydata Pty Ltd ²	Australia	-	-	49	100
Renergi Pty Ltd	Australia	-	-	49	-

¹ The University's equity holding in Scanalyse Holdings Pty Ltd was disposed during the year.

² Skrydata Pty Ltd was reclassified from a Subsidiary to Associates after the dilution of the University's equity holding.

(b) Unincorporated joint ventures

The University has the following significant interests in unincorporated joint venture operations:

Name	Cash contribution		In-kind contribution		Participation percentage	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 %	2012 %
International Centre for Radio Astronomy Research	1,963	2,239	4,490	4,524	45	45
WA Energy Research Alliance	250	250	-	-	33	33
Cooperative Research Centre (CRC)						
CRC for Greenhouse Gas Technologies (CO2CRC)	-	-	932	896	4	4
Parker CRC for Integrated Hydrometallurgy Solutions	-	-	-	1,007	-	7
CRCMining	100	100	400	400	6	6
Deep Exploration Technologies CRC (DET CRC)	-	-	1,453	1,452	15	13
Wound Management Innovation CRC (WMI CRC)	100	100	741	768	14	18
CRC for Spatial Information (CRCSI)	184	150	1,995	1,460	15	8
Australian Seafood CRC	100	100	253	247	2	2
CRC for Remote Economic Participation (CRC-REP)	150	150	2,661	2,001	18	12
CRC for Low Carbon Living	250	-	614	-	9	-
iVEC - the hub of advanced computing in WA	785	264	-	-	30	29

The University recognises its share of the unincorporated joint ventures in the financial statements under the relevant headings.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

43 INVESTMENT IN RELATED ENTITIES (continued)

(c) Cooperative Research Centre entities

Cooperative Research Centres (CRCs) are Commonwealth funded unincorporated joint ventures between Australian universities and associated industry groups, formed for the advancement of research in specific areas.

Where management companies are in place, some or all members of the unincorporated joint venture operation are also shareholders or members of the company. The company is therefore considered to be a joint venture entity.

Curtin has the following interests in joint venture entities related to CRCs:

Name	Related CRC	Equity holding	
		2013 %	2012 %
CO2CRC Technologies Pty Ltd	CO2CRC	8	7
Wound Management Pty Ltd	Wound Management Innovation CRC	17	17
Parker Centre Ltd	Parker CRC	-	3
CMTE Development Ltd	CRC Mining	6	6
Deep Exploration Technologies CRC Limited	Deep Exploration Technologies CRC	10	10
Spatial Information Systems Ltd	CRC for Spatial Information	9	10
Seafood CRC Company Ltd	Seafood CRC	4	4
Ninti One Limited	CRC - Remote Economic Participation	18	12
CRC Low Carbon Living		2	-
Autism CRC		8	-
CIEAM Pty Ltd	CRC for Intergrated Engineering Asset Management	-	7
CRC Care Pty Ltd		4	4

44 SUPPLEMENTARY FINANCIAL INFORMATION

	2013 \$'000	2012 \$'000
Write-offs		
Public property written-off by the Minister during the financial year	-	-
Losses through theft, defaults and other causes		
Losses of public moneys and public and other property through theft or default	-	-
Amounts recovered	-	-

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE**(a) Department of Education – CGS and other education grants**

	Commonwealth Grants Scheme ¹		Indigenous Support Program		Disability Support Program	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	219,647	198,340	1,641	1,613	66	50
Net accrual adjustments	(676)	2,211	-	-	-	-
Revenue for the period	218,971	200,551	1,641	1,613	66	50
Surplus/(deficit) from the previous year	-	-	-	-	(62)	(22)
Total revenue including accrual revenue	218,971	200,551	1,641	1,613	4	28
Less expenses including accrual expenses	(218,971)	(200,551)	(1,641)	(1,613)	(4)	(90)
Surplus/(deficit) for reporting period	-	-	-	-	-	(62)

	Partnership and Participation Program ²		Transitional Costs Program		Total	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	6,491	1,432	-	629	227,845	202,064
Net accrual adjustments	(1,608)	1,281	-	(65)	(2,282)	3,427
Revenue for the period	4,884	2,713	-	564	225,562	205,491
Surplus/(deficit) from the previous year	97	-	-	-	35	(22)
Total revenue including accrual revenue	4,981	2,713	-	564	225,597	205,469
Less expenses including accrual expenses	(3,574)	(2,616)	-	(564)	(224,190)	(205,434)
Surplus/(deficit) for reporting period	1,407	97	-	-	1,407	35

¹ Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Enabling Loading, Maths and Science Transition Loading and Full Fee Places Transition Loading.

² Includes Equity Support Program.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**(b) Higher Education Loan Programs (excluding OS-HELP)**

	HECS-HELP		FEE-HELP ³		SA-HELP	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	123,106	97,435	21,909	17,155	2,427	1,938
Net accrual adjustments	(2,886)	(1,370)	(613)	1,838	24	(74)
Revenue for the period	120,220	96,065	21,296	18,993	2,451	1,864
Surplus/(deficit) from the previous year	-	-	-	-	-	-
Total revenue including accrual revenue	120,220	96,065	21,296	18,993	2,451	1,864
Less expenses including accrual expenses	(120,220)	(96,065)	(21,296)	(18,993)	(2,451)	(1,864)
Surplus/(deficit) for reporting period	-	-	-	-	-	-

	Total	
	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	147,442	116,528
Net accrual adjustments	(3,475)	394
Revenue for the period	143,967	116,922
Surplus/(deficit) from the previous year	-	-
Total revenue including accrual revenue	143,967	116,922
Less expenses including accrual expenses	(143,967)	(116,922)
Surplus/(deficit) for reporting period	-	-

³ Program is in respect of FEE-HELP for higher education only and excludes funds received in respect of VET FEE-HELP.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(c) Scholarships

	Australian Postgraduate Awards		Indigenous Access Scholarships		International Postgraduate Research Scholarships	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received/(refunded) in CASH during the reporting period	6,528	6,035	(28)	1,454	545	540
Net accrual adjustments	-	-	89	(1,373)	-	-
Revenue for the period	6,528	6,035	61	81	545	540
Surplus/(deficit) from the previous year	(558)	93	-	-	(120)	25
Total revenue including accrual revenue	5,970	6,128	61	81	425	565
Less expenses including accrual expenses	(6,503)	(6,686)	(61)	(81)	(788)	(685)
Surplus/(deficit) for reporting period	(533)	(558)	-	-	(363)	(120)

	Commonwealth Education Costs Scholarships ⁴		Commonwealth Accommodation Scholarships ⁴		Total	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received/(refunded) in CASH during the reporting period	(968)	188	(1,047)	52	5,030	8,269
Net accrual adjustments	1,069	242	1,128	439	2,286	(692)
Revenue for the period	101	430	80	491	7,315	7,577
Surplus/(deficit) from the previous year	-	(2)	-	(5)	(678)	111
Total revenue including accrual revenue	101	428	80	486	6,637	7,688
Less expenses including accrual expenses	(101)	(428)	(80)	(486)	(7,533)	(8,366)
Surplus/(deficit) for reporting period	-	-	-	-	(896)	(678)

⁴Includes Grandfathered Scholarships, National Priority, National Accommodation Priority Scholarships and Indigenous Scholarships (ICECS, IECECS, ICAS and IECAS) respectively.

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(d) Department of Education Research

	Joint Research Engagement (JRE) Program ⁵		JRE Engineering Cadetships ⁵		Sustainable Research Excellence	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	8,821	9,628	74	40	1,974	1,841
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	8,821	9,628	74	40	1,974	1,841
Surplus/(deficit) from the previous year	-	-	-	-	36	101
Total revenue including accrual revenue	8,821	9,628	74	40	2,010	1,942
Less expenses including accrual expenses	(8,821)	(9,628)	(74)	(40)	(2,327)	(1,906)
Surplus/(deficit) for reporting period	-	-	-	-	(317)	36

	Research Training Scheme		Research Infrastructure Block Grants		Commercialisation Training Scheme	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	16,294	15,696	2,865	2,937	-	-
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	16,294	15,696	2,865	2,937	-	-
Surplus/(deficit) from the previous year	-	-	-	-	-	(64)
Total revenue including accrual revenue	16,294	15,696	2,865	2,937	-	(64)
Less expenses including accrual expenses	(16,294)	(15,696)	(2,865)	(2,937)	-	64
Surplus/(deficit) for reporting period	-	-	-	-	-	-

	Total	
	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	30,027	30,142
Net accrual adjustments	-	-
Revenue for the period	30,027	30,142
Surplus/(deficit) from the previous year	36	37
Total revenue including accrual revenue	30,063	30,179
Less expenses including accrual expenses	(30,380)	(30,143)
Surplus/(deficit) for reporting period	(317)	36

⁵Includes Institutional Grants Scheme.

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**(e) Other capital funding**

	Education Investment Fund		Total	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	-	3,300	-	3,300
Net accrual adjustments	-	(2,000)	-	(2,000)
Revenue for the period	-	1,300	-	1,300
Surplus/(deficit) from the previous year	-	1,517	-	1,517
Total revenue including accrual revenue	-	2,817	-	2,817
Less expenses including accrual expenses	-	(2,817)	-	(2,817)
Surplus/(deficit) for reporting period	-	-	-	-

(f) Australian Research Council grants**(i) Discovery**

	Projects		Fellowships		Total	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	5,841	5,252	2,868	2,085	8,709	7,337
Net accrual adjustments	969	449	-	-	969	449
Revenue for the period	6,810	5,701	2,868	2,085	9,678	7,786
Surplus/(deficit) from the previous year	1,714	854	787	(124)	2,501	730
Total revenue including accrual revenue	8,524	6,555	3,655	1,961	12,179	8,516
Less expenses including accrual expenses	(7,350)	(4,841)	(2,584)	(1,174)	(9,935)	(6,015)
Surplus/(deficit) for reporting period	1,174	1,714	1,071	787	2,244	2,501

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**(ii) Linkages**

	Infrastructure		Projects		Total	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	1,610	860	1,417	2,178	3,027	3,038
Net accrual adjustments	419	309	866	196	1,285	505
Revenue for the period	2,029	1,169	2,283	2,374	4,312	3,543
Surplus/(deficit) from the previous year	980	227	(381)	245	599	472
Total revenue including accrual revenue	3,009	1,396	1,902	2,619	4,911	4,015
Less expenses including accrual expenses	(1,712)	(416)	(3,120)	(3,000)	(4,832)	(3,416)
Surplus/(deficit) for reporting period	1,297	980	(1,218)	(381)	79	599

(iii) Other

	Projects		Total	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assistance received in CASH during the reporting period	34	-	34	-
Net accrual adjustments	-	-	-	-
Revenue for the period	34	-	34	-
Surplus/(deficit) from the previous year	-	-	-	-
Total revenue including accrual revenue	34	-	34	-
Less expenses including accrual expenses	(27)	-	(27)	-
Surplus/(deficit) for reporting period	7	-	7	-

Financial Report 2013 (continued)

Notes to the Financial Statements (continued)

for the year ended 31 December 2013

45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**(g) OS-HELP**

	2013 \$'000	2012 \$'000
Cash received during the reporting period	464	335
Cash spent during the reporting period	(464)	(335)
Net cash received	-	-
Cash surplus/(deficit) from the previous period	-	-
Cash surplus/(deficit) for the reporting period	-	-

(h) Superannuation supplementation

	2013 \$'000	2012 \$'000
Cash received during the reporting period	6,356	7,085
University contribution in respect of current employees	505	362
Cash available	6,861	7,447
Cash surplus/(deficit) from the previous period	520	(6)
Cash available for current period	7,381	7,441
Contributions to specified defined benefit funds	(6,854)	(6,921)
Cash surplus/(deficit) for the reporting period	527	520

(i) Student services and amenities fee

	2013 \$'000	2012 \$'000
Unspent/(overspent) revenue from previous period	309	-
SA-HELP revenue earned	2,452	1,864
Student services fees direct from students	2,574	1,683
Total revenue expendable in period	5,026	3,547
Student services expenses during period	(4,652)	(3,238)
Unspent/(overspent) student services revenue	683	309

REPORT BY THE MEMBERS OF THE UNIVERSITY COUNCIL

The Members of the University Council present their report for the year ended 31 December 2013

MEMBERS

The following persons were members of the Council of Curtin University of Technology during the year ended 31 December 2013:

Chancellor

Mr Colin Beckett

Members appointed by Governor in Council

Mr Colin Beckett, Chancellor (to 31 March 2013)

Mr Chris Bennett

Mr Kim Bridge

Mr Michael Lishman

Mr Keith Spence

Dr Michael Stanford, Pro Chancellor

Member nominated by the Minister for Education and Training

Ms Sue Wilson (from 3 May 2013)

Member who is the Chief Executive Officer

Professor Jeanette Hackett, Vice-Chancellor

(to 8 August 2013 – on leave from 9 August 2013 until her retirement in February 2014)

Professor Colin Stirling, Acting Vice-Chancellor (from 9 August 2013)

Members elected by full-time academic staff

Associate Professor Kerry Smith (to 31 March 2013)

Dr Jan Sinclair-Jones (to 5 July 2013)

Professor Glenda Scully (from 1 April 2013)

Member elected by full-time general staff

Mr Marco Schultheis (to 17 June 2013)

Mr Andy Sharp (from 18 June 2013)

Co-opted Members

Ms Zelinda Bafile (to 31 March 2013)

Mr Colin Beckett, Chancellor (from 1 April 2013)

Mr Steve Scudamore

Mr Gene Tilbrook

Members elected by the Alumni Association

Vacant

Members who are members of bodies that represent the interests of the University in places other than the University's principal campus

Vacant

Member who is a member of the Academic Board elected by and from the Academic Board

Associate Professor Linley Lord

Members elected by students

Ms Marion Devé (elected 1 January 2013 and ceased 31 December 2013)

Ms Eva Przenioslo (elected 1 January 2013 and ceased 31 December 2013)

Financial Report 2013 (continued)

Report by the Members of the University Council (continued)

The Members of the University Council present their report for the year ended 31 December 2013

Meetings of Members

The number of meetings of the University Council and of each committee of Council held during the year ended 31 December 2013, and the number of meetings attended by each Member were:

Members	Council meetings		Meetings of committees ¹											
	Attended	Held	Audit and compliance		Greater Curtin ²		Executive		Finance		Health and safety due diligence		Legislative	
			Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held
Mr Gary Angove (co-opted)			6	6										
Ms Zeliinda Bafile ³	2	2	2	2			2	2					1	1
Professor Colin Beckett, Chancellor ⁴	9	9			2	2	7	8			1	3		
Mr Chris Bennett	9	9	6	6			8	8						
Mr Kim Bridge	7	9												
Ms Marion Devé	7	9												
Mr Mario D'Orazio (co-opted)					1	1								
Professor Jill Downie, Acting Vice-Chancellor									1	1				
Professor Majella Franzmann, Acting Vice-Chancellor									1	1				
Prof Jeanette Hackett AM, Vice-Chancellor ⁵	5	5			2	2	3	4			1	1	1	1
Mr Michael Lishman	8	9			2	2					2	3		
Associate Professor Linley Lord	8	9					7	8						
Ms Eva Przenioslo	7	9												
Mr Bernard Salt (co-opted)					0	1								
Mr Marco Schultheis	2	3												
Mr Steve Scudamore	8	9							12	12				
Professor Glenda Scully	7	7												
Mr Andy Sharp	4	6												
Dr Jan Sinclair-Jones	1	4									1	1		
Associate Professor Kerry Smith	2	2												
Mr Keith Spence	7	9					1	2			3	3		
Dr Michael Stanford, Pro Chancellor	7	9					5	5	10	12				
Professor Colin Stirling, Acting Vice-Chancellor ⁵	3	4							7	8	1	2		
Mr Gene Tilbrook ⁴	6	9			1	2	6	8	11	12				
Dr Jennifer Westaway (co-opted)													1	1
Ms Sue Wilson	5	6	4	4										
Professor Graeme Wright, Acting Vice-Chancellor									1	1				

¹ The number of meetings held represents the number of regular and special meetings held during the time a member was a member of the Council or a committee of Council during the year. The number of meetings held does not include matters considered by circular resolution.

² Formerly the Curtin Town Committee.

³ Also a member of the Kalgoorlie Campus Council.

⁴ Also a member of the Curtin University Foundation Board.

⁵ Also a member of the Kalgoorlie Campus Council and Curtin University Foundation Board.

Principal activities

During the year, the principal and continuing activities of the University are:

- to provide courses of study appropriate to a university, and other tertiary courses, and to aid the advancement, development and practical application of knowledge
- to encourage and participate in the development and improvement of tertiary education whether on a full or part-time basis
- to encourage and undertake research and to aid directly or indirectly the application of science and technology to industry.

No significant changes in the nature of the activities of the University occurred during the year.

Report by the Members of the University Council (continued)

The Members of the University Council present their report for the year ended 31 December 2013

Review of operations

The Operating Result for the year ended 31 December 2013 was \$62.398 million (2012: \$80.376 million).

The operations of the University during the financial year are reviewed in accompanying sections of the Annual Report:

- Chancellor's Foreword
- Vice-Chancellor's Report
- Report on Operations
- 2013 Activity Highlights.

Significant changes in the state of affairs

No significant changes in the University's state of affairs occurred during the year.

Matters subsequent to the end of the financial year

No events have occurred since balance date that are likely to have a material impact on the financial report of the University.

Likely developments and expected results of operations

The University will continue to further its objectives, consistent with the principal activities outlined above. To provide further detail would result in unreasonable prejudice.

Environmental regulation

The members of the University Council are not aware of any breaches of environmental regulations.

Relevant legislation that Curtin is subject to includes:

- Environmental Protection Act 1986 (WA)
- Environmental Protection Regulations 1987
- Environmental Protection (Controlled Waste) Regulations 2004
- Environmental Protection (Noise) Regulations 1997
- Environmental Protection (Unauthorised Discharges) Regulations 2004
- Contaminated Sites Act 2003 (WA)
- National Greenhouse and Energy Reporting Act 2007 (Cth)
- National Greenhouse and Energy Reporting Regulations 2008.

The University is committed to protecting, preserving as well as improving the environment in which the University operates.

Insurance of Members of Council and Officers

The University provides Directors and Officers Liability and Employers Practices Insurance and Supplementary Legal Expenses Cover through contracts with external insurance providers. The cover applies to Members of Council and Officers of the University.

Proceedings on behalf of Curtin University of Technology

No material legal proceedings were initiated by the University during 2013.

This report is made in accordance with a resolution of the members of the University Council.



Colin Beckett
Chancellor

Curtin University of Technology, Bentley, Perth, WA

Dated this 19th day of March 2014

Financial Report 2013 (continued)

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KEY PERFORMANCE INDICATORS

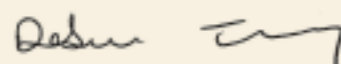
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CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to access Curtin University of Technology's performance, and fairly represent the performance of Curtin University of Technology for the financial year ended 31 December 2013.



Colin Beckett
Chancellor



Deborah Terry
Vice-Chancellor

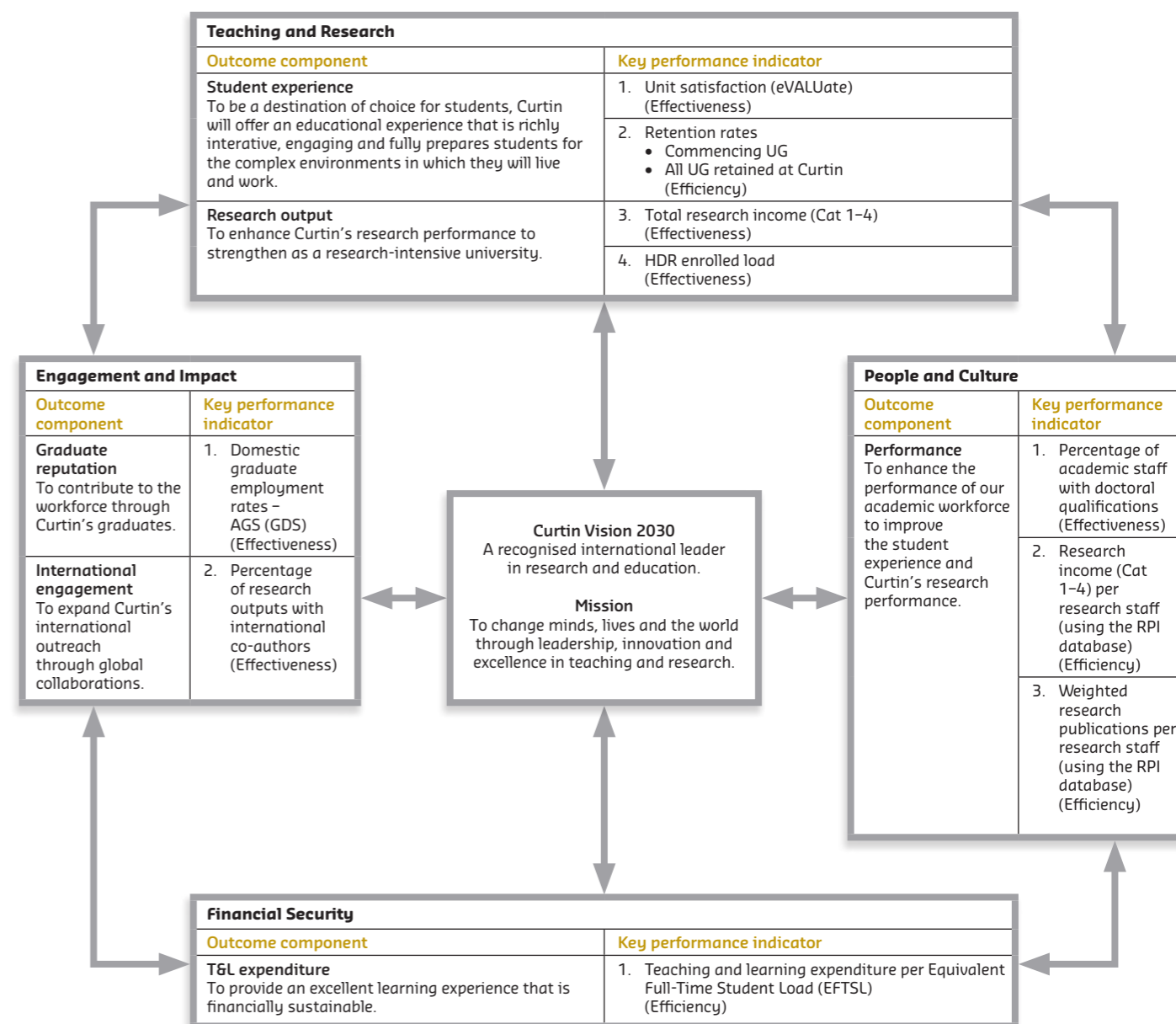
On behalf of the University Council
Dated this 19th day of March 2014

CURTIN'S KEY PERFORMANCE INDICATORS

The institutional effectiveness and efficiency Key Performance Indicators used by Curtin are designed to demonstrate progress towards meeting Teaching and Learning, and Research and Development objectives, and targets as espoused in the University's Strategic Plan and Enabling Plans. The University uses a Balanced Scorecard framework to present its Key Performance Indicators. This framework capitalises on the interdependences of outcome components and Key Performance Indicators to provide a holistic and balanced view of the University's performance.

Performance Indicators are classified as either effectiveness or efficiency. A summary of the Outcome, Outcome Components and Key Performance Indicators is presented below in the Balance Scorecard framework.

Curtin's Outcome: Curtin University's Mission Statement outlines the University's purpose and overarching outcome. Curtin's Mission is: *To change minds, lives and the world through leadership, innovation and excellence in teaching and research.* To achieve its Mission the University measures its performance across a series of Outcome Components related to the experience of its students and the reputation of its graduates, research outputs and international research collaboration, performance of its academic workforce and the efficiency of its teaching and learning activities.



Key Performance Indicators (continued)

TEACHING AND RESEARCH

Outcome Component: Student Experience

To be a destination of choice for students, Curtin will offer an educational experience that is richly interactive, engaging and fully prepares students for the complex environments in which they will live and work.

Key Performance Indicators:

Unit Satisfaction (eVALUate)

Classification: Effectiveness measure.

Benchmark gauge: No benchmarking data is available as this survey is conducted only at Curtin University.

This represents a name change from the previously reported indicator, Perceived Teaching Quality (Curtin eVALUate Unit Survey), in alignment with the University's Strategic Plan.

The Curtin eVALUate Unit Survey is automatically available for all students who are enrolled in Curtin's coursework units. The survey focuses on student achievement of unit learning outcomes and the percentage agreement of the survey statement "Overall, I am satisfied with this unit," which provides an indicator of student satisfaction with the quality of the teaching and learning experiences of the unit. This indicator provides a measure of teaching effectiveness.

Eighty (80) per cent satisfaction is considered an acceptable target for this measure. A target in excess of 80 per cent may lead to less innovation in teaching and learning as changes to practice often result in reduced initial student satisfaction.

Curtin has exceeded the target in 2013 by achieving 84% for both semesters.

	Semester 1	Semester 2
2013 Target	≥ 80.0%	≥ 80.0%
2013	83.5%	83.6%
2012	83.9%	84.4%
2011	83.1%	83.6%
2010	83.2%	84.3%

Notes: Semester 1 2013, number of survey responses 41,815, population 108,110; response rate of 39 per cent. Semester 2 2013, number of survey responses 34,765, population 103,553; response rate of 34 per cent

Retention Rates – Commencing and Total Undergraduate

Classification: Efficiency measure.

Benchmark gauge: Benchmark sourced from Department of Education – Institutional Performance Portfolio. Benchmark data for all Australian universities is not yet available for 2013 due to the timing of benchmark data collection and release by the Australian Government.

This represents a name change from the previously reported indicator, Commencing (First Year) Bachelor Degree Retention, in alignment with the University's Strategic Plan.

Resources devoted to teaching students during a year are not expended efficiently if students do not return to their studies in the following year. Minimising any loss of students allows Curtin to optimise its student load and revenue and ensures students can fulfil their ambitions to obtain a university qualification. High efficiency is achieved when high numbers of students return (are retained) into the following year.

Retention rates are affected by a multitude of factors including a student's personal circumstances. As such, targets for retention rates are set to be equal or above the sector average to ensure Curtin's performance remains at an acceptable level.

TEACHING AND RESEARCH (continued)

The commencing and all undergraduates in 2012 retained in 2013 are at 82 and 84 per cent respectively; both figures are below the University's target. The 2012–13 outcomes also fell against the prior year; however an initiative commenced in 2013 to address retention.

	Curtin		All Australian Universities	
	Commencing Undergraduates	All Undergraduates	First Year Bachelor	All Undergraduates
2012-13 Target	≥ 86.0%	≥ 86.0%	-	-
2012-13	82.4%	83.7%	-	-
2011-12	85.0%	84.8%	83.0%	83.2%
2010-11	84.6%	85.2%	83.1%	83.1%
2009-10	87.1%	87.3%	84.0%	83.7%

Note: First Year Bachelor benchmark considered comparable to Commencing Undergraduates.

Outcome Component: Research Output

To enhance Curtin's research performance to strengthen as a research-intensive university.

Key Performance Indicators:

Total Research Income (Categories 1-4)

Classification: Effectiveness measure.

Benchmark gauge: Australian Technology Network (ATN) universities and All Australian Universities National Rank sourced from Department of Education – Higher Education Research Data Collection (HERDC) submitted data.

This represents a name change from the previously reported indicator, Total Research Income (\$) Ranking, in alignment with the University's Strategic Plan.

Research income is an indicator of the University's effectiveness in attracting research funding in a competitive environment and provides a proxy measure for national and international research reputation. The measure is provided from the income reported for HERDC by the Department of Education totalling categories 1–4 in the year in which it is earned. The HERDC categories are:

- Category 1 – Australian Competitive Grants
- Category 2 – Other Public Sector Funds
- Category 3 – Industry and Other Funds
- Category 4 – Cooperative Research Centres

Curtin has set a target to increase research income by 100 per cent over 2013–2017. This represents a realistic high growth position required to secure Curtin's position as a top 10 university in Australia.

Curtin's research income for 2012, reported under the 2013 Higher Education Research Data Collection (HERDC) increased by 1.5 per cent. This increase was the culmination of: solid and continuing increases in Australian Competitive Grant income of 8.2 per cent over the prior year (representing 32 per cent of total income); decline of 32 per cent in Other Public Sector Funding (representing 28 per cent of total income) led by continued low level of state government investment; 37 per cent increase on the prior year of Industry and Other income (representing 29 per cent of total income); and significant growth of 83 per cent in income from the revitalised Cooperative Research Centre (representing 11 per cent of total income).

Key Performance Indicators (continued)

TEACHING AND RESEARCH (continued)

	Curtin	Average ATN Universities	All Australian Universities National Rank
2013 Target	\$64.0m	-	-
2012 Target	\$64.8m		
2012	\$63.4m	\$59.6m	13
2011	\$62.5m	\$57.3m	14
2010	\$58.5m	\$51.1m	14
2009	\$64.7m	\$52.1m	12

Note: Data is reported with a year lag due to timing of the Government HERDC data collection. A target for the current year has been disclosed in line with the University's Strategic Plan.

Higher Degree by Research (HDR) Enrolled Load

Classification: Effectiveness measure.

Benchmark gauge: Ranking sourced from Department of Education – Selected Higher Education Student Statistics. The benchmark data for 2013 is not yet available due to the timing of benchmark data collection and release by the Australian Government.

This represents a variation from the previously reported indicator, Growth in Research EFTSL, in alignment with the University's Strategic Plan.

Curtin's research performance is dependent on its capacity to conduct research activities. Increased higher degree by research load provides an indicator of research intensity. HDR students are also needed to support increased research grant successes and provide Curtin with the opportunity to benchmark its research capacity with other leading Australian universities.

Higher degree by research load grew by 1 per cent in 2013 and has grown by 15 per cent since 2010. In Australia, Curtin's ranking in total research enrolled Equivalent Full-Time Student Load (EFTSL) remained at 10th in 2012.

	Curtin	All Australian Universities National Rank
2013 Target	1,520	-
2013	1,466	-
2012	1,458	10
2011	1,397	10
2010	1,279	10

Note: This data has been restated utilising a different source to that of last year's Annual Report and is considered to be more accurate.

ENGAGEMENT AND IMPACT

Outcome Component: Graduate Reputation

To contribute to the workforce through Curtin's graduates.

Key Performance Indicator:

Domestic Graduate Employment Rates – Australian Graduate Survey (AGS): Graduation Destination Survey (GDS)

Classification: Effectiveness measure.

Benchmark gauge: National GDS Ranking (institutions with >300 survey respondents). The benchmark data is not available for 2013 due to the timing of benchmark data collection and release by the Australian Government.

This represents a variation for 2013 from the previously reported indicator, Employment and Study Destinations of New Bachelor Degree Graduates, in alignment with the University's Strategic Plan. The new indicator incorporates part-time workers who are seeking full-time work in the numerator, and those in full-time study in the denominator.

The GDS is a component of the annual AGS which measures the employment rates of graduates following the completion of their degree. This indicator measures Curtin's effectiveness in both assisting students to reach their full potential and in producing graduates who are of productive value to employers and the community. Curtin has an aspiration to have graduate employment rates ranked number one in Western Australia. The vision for Teaching and Learning is to be 'sought after by students' and 'sought after by employers'. Hence, a measure of GDS is critical to measuring our success.

The 93.5 per cent outcome in 2012 for Domestic Graduate Employment has raised Curtin's rank within Western Australia from 5th to 2nd. For the same period (2011–2012), the national rank rose from 30th to 14th. National results for 2013 are not available at the time of reporting.

For 2013, the Curtin domestic graduate employment rate is 91.8 per cent which represents a 1.7 per cent fall from 2012 and is consistent with a drop in employment rates nationally.

	Curtin Employment Rate	National Employment Rate	Western Australian Rank (number of WA institutions in brackets)	National Rank (number of national institutions in brackets)
2013 Target	-	-	1	-
2013	91.8%	-	-	-
2012	93.5%	92.2%	2 (n=5)	14 (n=41)
2011	92.0%	92.4%	5 (n=5)	30 (n=41)
2010	91.5%	92.5%	3 (n=5)	29 (n=40)

Notes: The year refers to the survey year and is relevant to graduates from the prior year. The measure used is based on those who are available for paid work, i.e. includes those in full-time and part-time work, and excludes those unavailable for work. Number of survey responses 3,066, population size 5,383; response rate of 57 per cent.

Key Performance Indicators (continued)

ENGAGEMENT AND IMPACT (continued)**Outcome Component: International Engagement**

To expand Curtin's international outreach through global collaborations.

Key Performance Indicator:**Percentage of Research Outputs with International Co-Authors**

Classification: Effectiveness measure.

Benchmark gauge: No benchmark available as no comparable data is available for other universities or the sector.

This represents a newly reported indicator for 2013 in alignment with the University's Strategic Plan.

Research outputs with international co-authors provide an indication as to the level of international engagement of staff with their peers overseas. Steady and cumulative growth in research outputs incorporating co-authorship with international colleagues enhances the visibility of Curtin research and cements key relationships which are key drivers for reputation, collaboration and citations.

The proportion of outputs reported under the Department of Education – Higher Education Research Data Collection (HERDC) which included at least one international co-author has increased each year since 2010, with 2012 at 38 per cent. In 2012, Curtin exceeded the 2013 target established under the new Strategic Plan. The targets provide for continued graduated increase towards the 2017 target of 45 per cent.

	International Co-Authorship
2013 Target	37.0%
2012 Target	NA
2012	37.6%
2011	35.2%
2010	33.7%

Note: Data is reported with a year lag due to timing of the HERDC data collection. A target for the current year has been disclosed in line with the University's Strategic Plan. As this is a new University measure in 2013 a 2012 target is unavailable.

PEOPLE AND CULTURE**Outcome Component: Performance**

To enhance the performance of our academic workforce to improve the student experience and Curtin's research performance.

Key Performance Indicators:**Percentage of academic staff with doctoral qualifications**

Classification: Effectiveness measure.

Benchmark gauge: Australian Higher Education Industrial Association (AHEIA) Human Resource Benchmarking Program provides sector benchmark data.

This represents a newly reported indicator for 2013 in alignment with the University's Strategic Plan.

The measure of percentage of academic staff with doctoral qualifications is a significant lead indicator of capacity for achieving strategic goals in research and teaching.

Curtin's percentage of academic staff with doctoral qualifications has increased from 59.5 per cent in 2011 to 65.1 per cent in 2012 due to a specific recruitment initiative, but remains below the Australian average (69.1 per cent).

	Curtin	All Australian Universities
2013 Target	≥sector average	-
2012 Target	≥sector average	-
2012	65.1%	69.1%
2011	59.5%	66.6%
2010	55.7%	63.1%

Note: Data is reported with a year lag due to timing of the externally provided data collection. A target for the current year has been disclosed in line with the University's Strategic Plan. Source: Universities HR Benchmarking Program (2013).

Research Income (Categories 1-4) per Research Staff (using the RPI database)

Classification: Efficiency measure.

Benchmark gauge: No benchmark available as no comparable data is available for other Universities or the sector.

This represents a name change from the previously reported indicator, Research Funding per Research Staff (using Research Performance Index database), in alignment with the University's Strategic Plan.

To be a leading international university Curtin must have a strong research cohort. Research income is an indicator of the University's ability to attract research funding in a competitive environment and this measure provides an indication of cohort performance. Research Income comprises total income for the Department of Education – Higher Education Research Data Collection (HERDC) categories 1-4 in the year in which it is reported, while the cohort of research staff is those defined as active within the Research Performance Index (RPI) database. The Research Performance Index (RPI) is an internal initiative that collects information on research performance on an annual basis, at the level of an individual staff member, and verified research performance under the RPI classifies a staff member as active.

Targets are based on a premise that increased research capacity and research concentration will improve the research income per research academic FTE. In 2012, the number of staff who participated in RPI, but who did not have eligible research activity (as assessed under RPI associated with securing of research income, authorship of research publications, supervision of HDR students and research service activities) increased, offsetting the increase in research income.

Key Performance Indicators (continued)

PEOPLE AND CULTURE (continued)

Research Cohort
Performance (Income/
Research Staff)

2013 Target	NA
2012 Target	\$55,000
2012	\$41,975
2011	\$44,683
2010	\$43,121
2009	\$49,278

Note: Data is reported with a year lag due to timing of the Government HERDC data collection. This measure will be replaced in next year's Annual Report in alignment with the University Strategic Plan therefore a target for 2013 has not been set.

Weighted Research Publications per Research Staff (using RPI database)

Classification: Efficiency measure

Benchmark gauge: No benchmark available as no comparable data is available for other Universities or the sector

This measure provides an indication of research productivity of Curtin research staff. Weighted research publications are those defined under the Department of Education – Higher Education Research Data Collection (HERDC) submission while the cohort of research staff is those defined as active within the Research Performance Index (RPI) database. In 2012, the proportionate increase in active staff within the RPI database exceeded the increase in publications.

Research Cohort
Performance (Outputs/
Research Staff)

2013 Target	NA
2012 Target	1.26
2012	1.03
2011	1.07
2010	1.21
2009	1.23

Note: Data is reported with a year lag due to timing of the HERDC data collection. This measure will be replaced in next year's Annual Report in alignment with the University's Strategic Plan therefore a target for 2013 has not been set.

FINANCIAL SECURITY

Outcome Component: Financial Sustainability

To provide an excellent learning experience which is financially sustainable.

Key Performance Indicator:

Teaching and Learning Expenditure per Equivalent Full-time Student Load (EFTSL)

Classification: Efficiency measure.

Benchmark gauge: No benchmark available as no comparable data is available for other Universities or the sector.

This represents a variation from the previously reported indicator, Teaching and Learning Expenditure per Equivalent Full Time Student Load (EFTSL) and as a percentage of Curtin Total Expenditure.

Due to the changing nature of business models for the delivery of Teaching and Learning, e.g. development of Massive Open Online Courses (MOOCs) and other online offerings, a target for this measure has not been set.

Teaching and Learning expenditure relates to the teaching of coursework (that is, non-research) programs. Utilising the measures of the average cost of teaching each EFTSL provides an insight into the efficiency with which monies directed towards the Teaching and Learning objective have been spent.

It is important to note that average expenditure per EFTSL is largely dependent on the mix of disciplines taught by an institution. Curtin's high representation of laboratory-based courses raises service delivery costs when compared with institutions where non-laboratory-based courses feature more prominently. Also, Curtin incurs higher than average costs in supporting the delivery of regional higher education programs through its presence in Kalgoorlie, Northam, Esperance, Margaret River, Albany, Geraldton, Karratha and Port Hedland.

Domestic Commonwealth-supported and fee-paying load have increased since 2012, while Open Universities Australia (OUA) and international load fell resulting in a decrease to EFTSL of 2 per cent.

As a result, Teaching and Learning Expenditure per EFTSL has increased from 2012 to 2013 by 8.2 per cent.

	Teaching and Learning Expenditure (\$'000)	EFTSL	Teaching and Learning Expenditure per EFTSL
2013	\$605,914	38,056	\$15,922
2012	\$568,841	38,650	\$14,718
2011	\$527,701	38,948	\$13,549
2010	\$503,221	37,840	\$13,299

Note: This measure has been restated to include student load from Open Universities Australia, therefore EFTSL data is significantly higher than previously reported.

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