

## 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 Act 1966* (WA). It has responsibility for 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.

Council met on seven occasions in 2017, including one meeting held in Kalgoorlie. A Council Retreat was conducted on 16 September 2017 regarding the strategic positioning of the University.

Key governance-related matters considered by Council in 2017 included:

- approval of the following:
  - Key performance indicators for assessing the Vice-Chancellor's performance in 2017
  - Annual Report for 2016
  - Revised Corporate Governance Statement
  - Revised Deed of Acknowledgement
  - Revised Delegations Policy
  - Establishment of a Nominations Committee
  - Establishment of the University Council Health and Safety Committee (formerly the Health and Safety Due Diligence Committee) as a standing committee of Council
  - Revised Constitution for the Audit, Risk and Compliance Committee (formerly the Audit and Compliance Committee)
  - Disestablishment of the Curtin Student Advisory Forum
  - Establishment of a Campus in Mauritius
  - Contract Renewals – Curtin College and Curtin Singapore
  - Revised Kalgoorlie Campus Strategic Plan
  - Preferred proponent for Stage One of Greater Curtin
  - Budget for 2018
  - Various honorary awards and naming proposals
  - Revised Statute No 10 – Academic Misconduct and related rules
  - Revised Rules to Statute No 6 – Vice-Chancellor
- noting reports on the following:
  - University's performance against key performance indicators, measures and targets identified in the Strategic Plan 2017 - 2020
  - Strategic Risk
  - Academic Assurance Statement
  - Operations of the Kalgoorlie Campus in 2016
  - Performance of the Curtin University Foundation in 2016
  - Graduate Outcomes
  - Curtin Code of Conduct
  - Your Voice Survey
  - Council Self-Evaluation Report

- Faculty Structure Review
- Financial management
- Investment Performance
- Health, Safety and Emergency Management
- Equal Employment Opportunity and Gender Equity
- Integrity and Standards
- Application of the Common Seal
- Voluntary Code of Best Governance Practice
- Student Guild's financial performance

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 2017 as part of Council's meeting program.

Strategic conversations and portfolio presentations included:

- 2017 Priorities and Key Performance Indicators, Measures and Targets
- Student Guild
- Humanities
- Kalgoorlie Campus Strategic Plan
- Curtin's presence in Mauritius
- Science and Engineering
- Greater Curtin - Preferred Proponent
- Research

Properly constituted committees help Council to meet its broad responsibilities by enabling matters to be appropriately scrutinised prior to coming before Council for resolution. The current standing committees established by resolution of Council are the:

- Audit, Risk and Compliance Committee
- Executive Committee
- Finance Committee
- Legislative Committee
- Nominations Committee
- University Council Health and Safety Committee

The Academic Board is also a committee of Council and forms part of the overall governance framework of the University. The Academic Board is responsible to Council for helping to ensure the academic quality and integrity of the University's operations as an academic institution. The Academic Board is also assisted in the performance of its responsibilities by the following sub-committees:

- Academic Board Executive
- Academic Services Committee
- Courses Committee
- University Graduate Studies Committee
- University Teaching and Learning Committee
- University Research and Development Committee



Curtin Medical School welcomed its first cohort of students in February 2017

## REPORT ON OPERATIONS (CONTINUED)

### MEMBERS OF COUNCIL FOR 2017

Members appointed by Governor in Council	Commenced	Terminated	Due to expire
Mr Kim Bridge BBus (WACAE)	15/11/2014 15/11/2011	14/11/2017 14/11/2014	
Dr Andrew Crane BSc(Hons) (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2015	Current	31/3/2018
Mr Alex Jones BSc (Melb) MBA (UNSW)	1/4/2015	Current	31/3/2018
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb) AMP (Harvard) MAICD	1/4/2016 1/4/2013 20/4/2010	Current 31/5/2016 31/3/2013	31/3/2019
Dr Michael Stanford CitWA MB BS (UNSW) MBA (MacqU) Grad Cert LCC (ACU) FAFPHM FAIM FAICD	2/12/2014 13/12/2011 2/12/2008	2/12/2017 1/12/2014 1/12/2011	
<b>Member nominated by Minister for Education and Training*</b>			
Ms Sue Wilson BJuris LLB (UWA) FAICD FGIA	3/5/2016 3/5/2013	3/3/2017 2/5/2016	
* Position deleted under the <i>Universities Legislation Amendment Act 2016</i> .			
<b>Member who is the Vice-Chancellor</b>			
Professor Deborah Terry AO BA (ANU) PhD (ANU) FASSA FAPS	17/2/2014	Current	Ex-officio
<b>Members elected by full-time academic staff</b>			
Professor Dale Pinto PhD (Melb) MTax (Hons) (Sydney) FCPA CA FAAL CTA-Life AFAIM FTMA MAICD	22/8/2014	31/3/2017	31/3/2017
Professor Glenda Scully BCom (Melb) MAcc (UWA) PhD (UWA) FCA	1/4/2016 1/4/2013	Current 31/3/2016	31/3/2019
<b>Member elected by salaried (general) staff</b>			
Mr Andrew McLean BA(Hons), GradCertPubAdmin (Curtin) AFATEM GAICD	18/6/2016	Current	17/6/2019

Members elected by students	Commenced	Terminated	Due to expire
Mr Sebastian Davies-Slate (postgraduate)	13/4/2017	Current	31/3/2018
Ms Noni Elliott Hobbs	13/4/2016	12/4/2017	
Mr Liam O'Neill (undergraduate)	13/4/2017 13/4/2016	Current 12/4/2017	31/3/2018
<b>Co-opted Members</b>			
Mr Colin Beckett (Appointed Chancellor from 1/01/2013) MA (Cantab) MICE	1/1/2016 1/4/2013	Current 31/12/2015	31/12/2018
Previously appointed by the Governor 19/10/2010 - 31/3/2013			
Dr Vanessa Guthrie BSc (Hons) (UNE) PhD (UTAS) Grad Dip (AGSM) Grad Dip (UWA) HonDSc(Curtin) FTSE MAICD	1/4/2017	Current	31/3/2020
Mr Steve Scudamore BA(Hons), MA (Oxon), FCA, SF Fin, FAICD	1/4/2017 1/4/2014 1/4/2011	Current 31/3/2017 31/3/2014	31/3/2020
Mr Gene Tilbrook BSc DipComp MBA (UWA) AMP (Harvard) FAICD	1/4/2015 1/4/2012 1/4/2009	Current 31/3/2015 31/3/2012	31/3/2018
Ms Sue Wilson (Appointed Pro Chancellor from 1/4/2015) BJuris LLB (UWA) FAICD FGIA	4/3/2017	Current	3/3/2020
Previously nominated by the Minister 3/5/2016 - 3/3/2017 3/5/2013 - 2/5/2016			
<b>Chairperson of the Academic Board</b>			
Professor Linley Lord DBA (Curtin) Postgrad Dip Bus (Human Resource Development) (Curtin) BSc (UWA)	1/4/2016 1/4/2014 1/4/2012	Current 31/3/2016 31/3/2014	31/3/2018

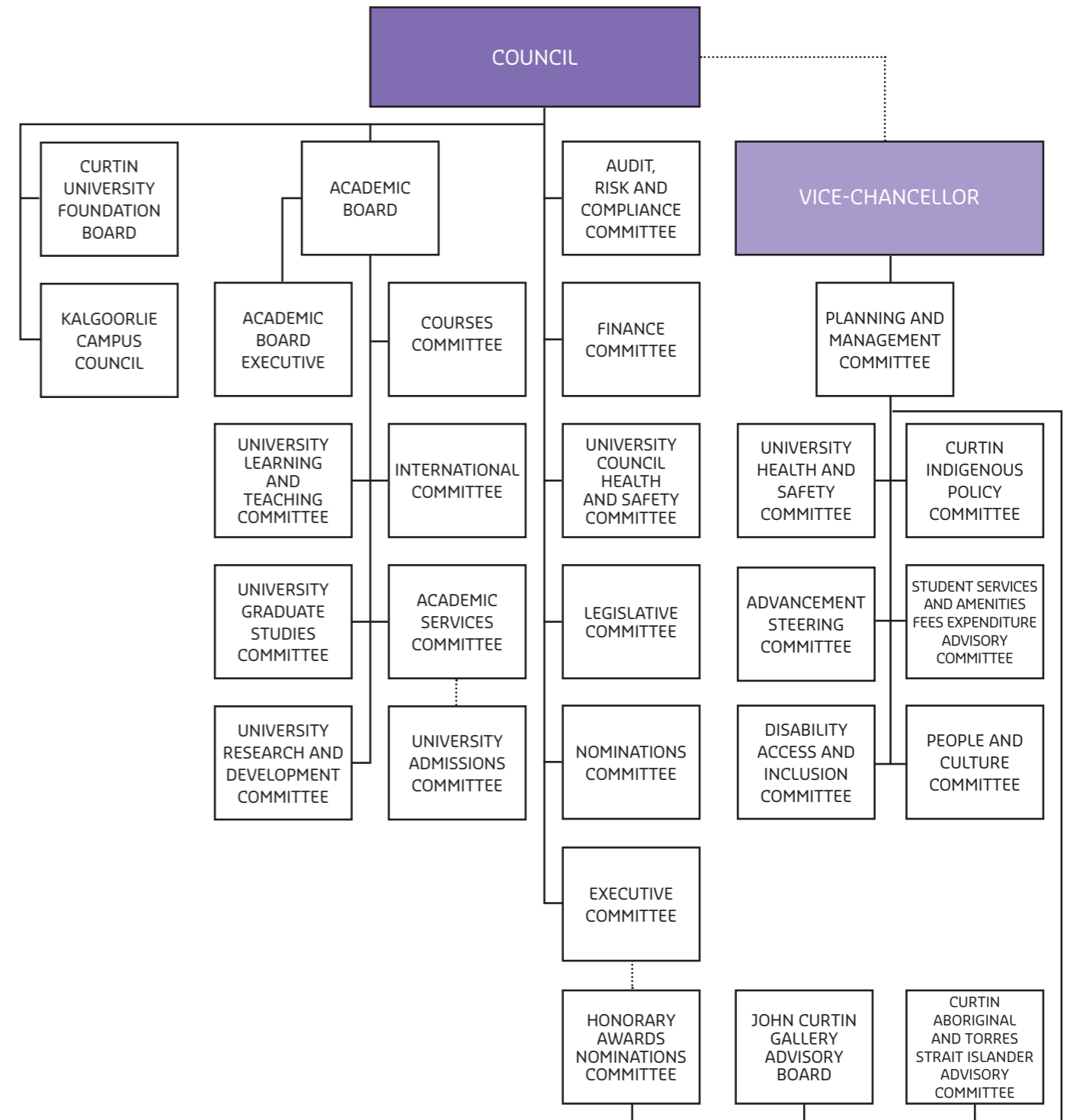
## REPORT ON OPERATIONS (CONTINUED)

### MEMBERS OF COUNCIL (AS AT 6 DECEMBER 2017)



Back row from left to right: Andrew McLean, Liam O'Neill, Colin Beckett (Chancellor), Dr Andy Crane, Alex Jones, Steve Scudamore,  
 Front row from left to right: Sebastian Davies-Slate, Professor Linley Lord, Professor Deborah Terry AO (Vice-Chancellor), Professor Glenda Scully  
 Absent: Dr Vanessa Guthrie, Michael Lishman, Gene Tilbrook, Sue Wilson (Pro Chancellor)

### CURTIN GOVERNANCE STRUCTURE (AS AT 31 DECEMBER 2017)

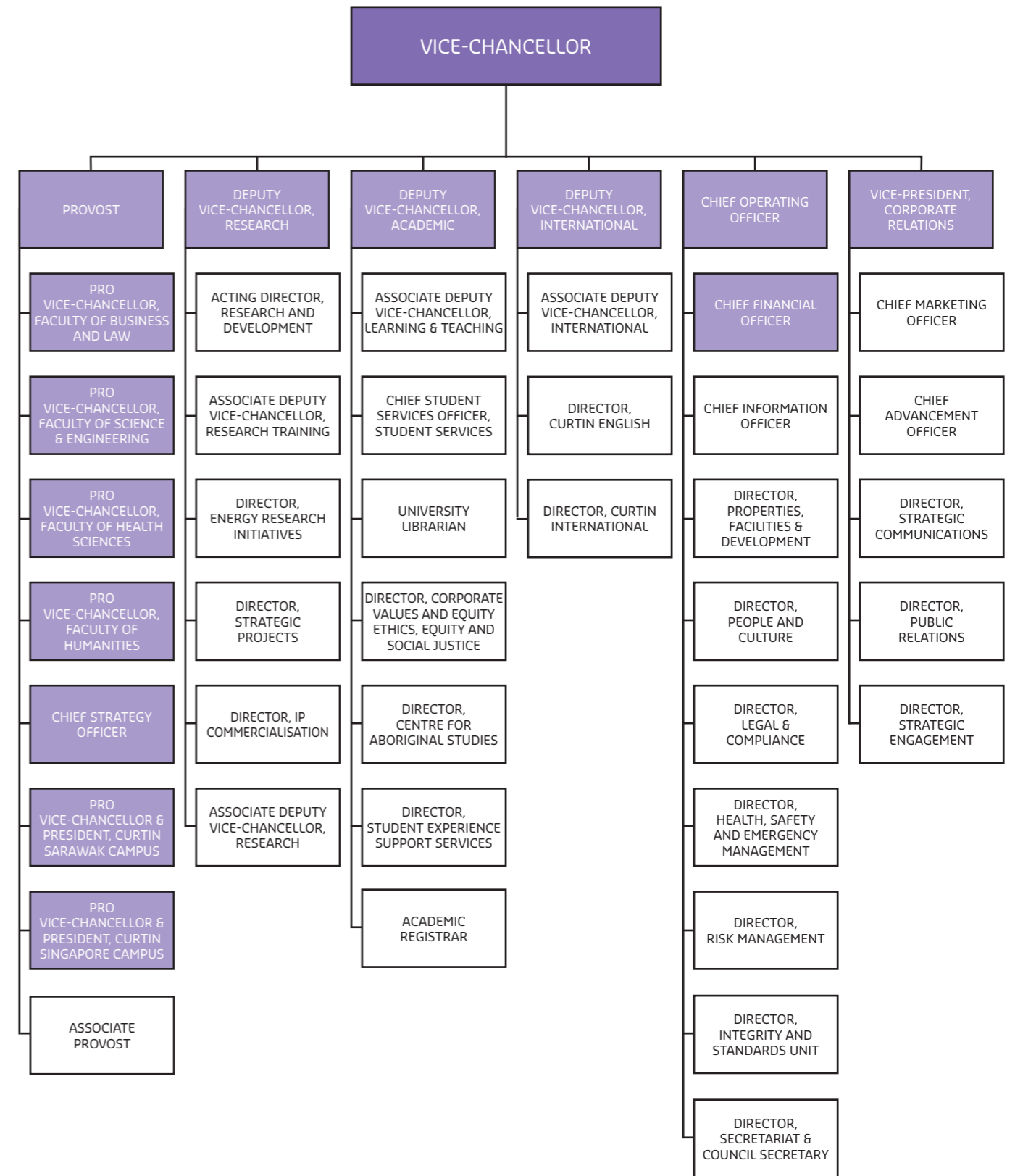


# REPORT ON OPERATIONS (CONTINUED)

## ADMINISTRATIVE STRUCTURE

Vice-Chancellor	Professor Deborah Terry AO
Provost	Professor John Cordery
Deputy Vice-Chancellor, International	Professor Seth Kunin
Deputy Vice-Chancellor, Research	Professor Chris Moran
Deputy Vice-Chancellor, Academic	Professor Jill Downie
Chief Operating Officer	Mr Ian Callahan
Vice President, Corporate Relations	Ms Valerie Raubenheimer
Pro Vice-Chancellor, Business and Law	Professor Nigel de Bussy (commenced 27 July 2017) Professor Tony Travaglione (resigned)
Pro Vice-Chancellor, Health Sciences	Professor Michael Berndt
Pro Vice-Chancellor, Humanities	Professor Alan Dench
Pro Vice-Chancellor, Science and Engineering	Professor Andris Stelbovics
Pro Vice-Chancellor & President, Curtin Malaysia	Professor James Mienczakowski
Pro Vice-Chancellor & President, Curtin Singapore	Professor Robert Evans
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Dr Marco Schultheis

## ORGANISATIONAL CHART



## REPORT ON OPERATIONS (CONTINUED)

### STAFFING MATTERS

#### STAFF SUMMARY

The full-time equivalent (FTE) of academic, professional and general staff as at 31 March 2017 (excluding hourly paid/casual staff)

	Continuing/ permanent	Fixed term/ temporary	Total
<b>Academic staff</b>	866.65	607.50	1,474.15
<b>Professional &amp; General Staff</b>	1,507.48	473.42	1,980.90
<b>Total</b>	<b>2,374.13</b>	<b>1,080.92</b>	<b>3,455.05</b>

#### STAFFING POLICIES AND INITIATIVES

Three staffing procedures were reviewed in 2017 and approved as fit for purpose with minor amendments for improved clarity. The three were the: *Appointment of Casual Academic Staff Procedures*, *Appointment of Fixed Term and Continuing Staff Procedures* and *Additional Remuneration Procedures*.

Additionally, the *Academic Promotions Procedures* were amended to include a new faculty-based review process for applications for promotion to level C (Senior Lecturer or Senior Research Fellow). Four faculty panels were established and the Chair of Academic Board was appointed as the Chair of each panel.

#### PEOPLE AND CULTURE

Following a restructure, the Human Resources function was renamed People and Culture to better reflect the inclusion of the Organisational Development Unit and the Conflict Management team. A People and Culture Committee was also established to monitor the University's People and Culture Enabling Plan and associated theme objectives. The new committee will report to the Planning and Management Committee.

#### EMPLOYEE RELATIONS

Eligible staff who voted in a ballot for the proposed *Curtin University Academic, Professional and General Staff Agreement 2017 – 2021* (the Agreement) provided overwhelming support with a 94.2 per cent 'Yes' attained. The Agreement will come into operation upon final approval by the Fair Work Commission, which is expected to occur in Q1 2018.

The new agreement provides for greater flexibility in the allocation of academic work and the delivery of learning and teaching. It also serves to simplify and streamline a number of other employment processes and aligns the University more closely to contemporary national norms.

### HEALTH, SAFETY AND EMERGENCY MANAGEMENT

#### 2017 REPORTABLE KEY PERFORMANCE INDICATORS

Measure	Actual results			Target	Comment on result
	2015	2016	2017		
Number of fatalities	0	0	0	0	Meets target
* Lost time injury/disease (LTI/D) incidence rate*	0.29	0.48	0.16	0 or 10% improvement	Improvement compared to previous years
**Lost time injury/disease (LTI/D) severity rate**	0	0	0	0 or 10% improvement	Meets target and consistent with past 2 years
***Percentage of injured workers returned to work within***:				Greater than or equal to 80%	Exceeds target. 100% of staff returned to work within 13 & 26 weeks.
(i) 13 weeks	75%	75%	100%		
(ii) 26 weeks	92%	100%	100%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	67%	73%	0	0	Meets target

$$\text{* Lost Time Injury Incidence Rate: } \frac{\text{\# of LTI/Ds}}{\text{\# of employees (FTE)}} \times 100$$

$$\text{** Lost Time Injury Severity Rate calculation: } \frac{\text{\# of injuries } \geq 60 \text{ days}}{\text{\# of LTI/Ds}} \times 100$$

$$\text{*** Return to Work (RTW) Within 13 / 26 Weeks: } \frac{\text{\# of LTI/Ds with a RTW outcome within 13 / 26 weeks}}{\text{\# of LTI/Ds reported}} \times 100$$

The University, through its Council members and Senior Executives, is committed to providing and maintaining high standards of occupational health and safety in the workplace. This is achieved, in consultation with staff and safety and health representatives, through such mechanisms as area/faculty health and safety sub-committees and the overarching University Health and Safety Committee (UHSC), with the aim to continually improve our safe work practices and processes.

The 2017 Health, Safety and Emergency Management (HSEM) Plan focused on strategies to deliver long term sustainable performance in all areas, with key objectives for 2017 successfully achieved, including:

- AS/NZS 4801 - Occupational Health and Safety Management Systems (OHSMS) audit program commenced in October 2017 and certification of the University's OHSMS is anticipated to be granted by April 2018.

- Launch of C.H.A.R.M Risk Module – this is an intuitive web-based risk management tool that will enable Curtin staff and students to complete and submit their risk assessments for online approval, and retrieve project, research or work based risk assessments as required.
- Launch of the Health, Safety and Emergency Management (HSEM) Student Induction and six other HSEM modules, including biological safety, nanotechnology safety, hazardous material, plant and equipment safety, are available in Blackboard for students to complete.
- Other achievements included: student engagement in scenario-based emergency exercises, First Responder Training, HSEM digital media and HSEM marketing projects. Development and review of various HSEM procedures and guidelines; activation of 2017 National Safe Work Month events, including the 'CU Safe Expo'; various HSEM activities, demonstrations and seminars run over the month of October.

## REPORT ON OPERATIONS (CONTINUED)

### WORKERS' COMPENSATION AND INJURY MANAGEMENT

The University continues to provide a dedicated service to assist staff to return to work following injuries or illness through its early intervention People Wellness team. The team continues to provide best practice injury management for both work related and non-compensable conditions to ensure the University meets its obligations under the *Workers' Compensation and Injury Management Act, 1981*.

Our Conflict Management function has also recently been incorporated into the team in an effort to bolster existing early intervention and preventative measures. The function works proactively with individuals and teams to help improve communication and collaboration, and break down traditional contributors to unhealthy workplace conflict. Combined with the existing Staff Wellness program, this transition strengthens Curtin's commitment to the prevention of workplace illness and injury.

In addition, the team continues to provide specialist services for the provision of reasonable workplace adjustment for staff with disabilities, and ergonomic advice related to manual handling and job design.

### DISABILITY ACCESS AND INCLUSION PLAN (DAIP)

In 2017, Curtin completed the review of the 2012-2017 Disability Access and Inclusion Plan, and launched our new DAIP (2017 – 2020, Facilitating Universal Design), which emphasises our commitment to creating and maintaining an accessible and inclusive environment for all. The new **Universal Design (UD)** website provides information on how to embed UD into all university activities.

### STAFF ASSIST

A triage service and educational initiative for the Bentley and Kalgoorlie campuses, Staff Assist, was piloted in 2017. This initiative was a collaboration between PACT, EESJ and CITS created from feedback provided by the Culture Representatives and the wider Support Services Network late last year. The aim of Staff Assist is to foster collaboration and connectedness, improve information sharing, and enable each support service to remain specialised, and assess and manage risk from a University perspective.

After confirming the need and gathering the requisite support from key stakeholders across the Support Services Network, functions were mapped to create our interactive Services Map tool, which is part of the training materials for the service offering.

A triage/case management model aligned closely with the Student Wellbeing model was collaboratively scoped for staff. More than 1,050 contacts from staff were received, with positive feedback from both stakeholders and internal customers.

The Staff Assist service will continue into 2018 while the analysis of the data continues, ahead of recommendations for potential arrangements being formed. This service has strengthened access to the development and support services that empower our people to reach their potential and achieve excellence.

### SIGNIFICANT ISSUES AND TRENDS

#### EFFECT OF ECONOMIC AND OTHER FACTORS IN 2017

Uncertainty prevails regarding the regulatory environment for the Australian higher education sector after the Federal Government's newly proposed higher education reforms stalled in the Senate. The latest reforms, introduced in the 2017-18 Budget, were framed by a broader discussion around university teaching quality and student outcomes and the financial sustainability of the sector. The uncertainty in the regularity environment presents a challenge for the sector in relation to strategic and resource planning. Curtin has prepared for this uncertainty by modelling numerous funding scenarios and identifying strategic options to mitigate any negative impact.

Over the past few years, the government's focus has been on prioritising public expenditure for research that aligns with identified priorities and demonstrates public benefit, as well as fostering greater university engagement with industry and other end-users, and boosting science, technology, engineering and mathematics (STEM) skills.

National research funding schemes have been informed by the 2015 National Innovation and Science Agenda, with changes recently made to the Cooperative Research Centre program, funding for Research Block Grants, and the Australian Research Council's (ARC) Linkage program. This year, Curtin has focused on improving success rates and funding outcomes under National Health and Medical Research Council and the ARC National Competitive Grants Program (NCGP). In the 2018 NCGP round, Curtin was successful in 26 project application grants totalling \$10.45 million. In the ARC Discovery Program alone, Curtin was awarded more than \$6.6 million for 18 projects, the highest number ever awarded to the University and one of the highest ever success rates of 17.5 per cent.

A forthcoming strategy for the country's innovation, science and research system will seek to position Australia as a top tier innovation nation by 2030. Australia is generally high performing in terms of knowledge creation but could improve in knowledge transfer and application. Recognising this, Curtin has committed to becoming industry-facing and industry-embedded by 2020. The University is making progress in this area and in 2017 Curtin has increased the scale of industry-funded projects; Curtin was named lead Western Australian institution in the \$160 million Food Agility Cooperative Research Centre and has received a commitment for an \$18 million funding extension from the Grains Research and Development Corporation for the Centre for Crop and Disease Management.

The government is also eager for universities to demonstrate and measure the impact of their research. This was trialled earlier in 2017 through a pilot Engagement and Impact Assessment conducted by the ARC and which involved Curtin. This exercise will be fully implemented in 2018, employing measures that assess end-user funding for research and income from research commercialisation, and case studies of research impact.

Large philanthropic donations made to Australian universities recently also have been directed to research and education that demonstrates social impact. Curtin in 2017 again grew its philanthropic support and continues to invest in building this funding source.

International education is a \$28 billion industry for Australia and the country's third largest export. Higher education comprises the bulk of this industry. WA has experienced modest increases in international onshore student numbers, but the State's share of the market has decreased as the east coast continues to attract greater cohorts. This signals the need for a concerted effort among WA universities and government to promote the state as a study destination. The recently elected McGowan Government will develop a long-term international education strategy and has sent positive signals for regional engagement through committing funding for promoting WA education in Asia and appointing a new Minister for Asian Engagement.

While Curtin is impacted by the aforementioned challenges and works to optimise the emerging opportunities, the University has maintained a competitive position in the market and 2017 was a very successful year for Curtin in terms of its global positioning and growth in domestic market share.

Curtin will leverage its Dubai campus, officially launched in 2017, to boost the University's offshore student population and to build a capability platform for research and engagement in this region. Current students will also benefit from the University's multiple campuses. In 2017, two cohorts of students from the Bentley Campus participated in a study abroad experience at Curtin Malaysia. Also in 2017, the University received \$1.2 million in Federal Government funding for the New Colombo Plan student mobility program, which includes \$400,000 for intercampus projects to commence in 2018.

Curtin has also maintained a strong domestic market position. The University has succeeded in growing its market share of WA first preference applicants through the Tertiary Institutions Service Centre (TISC) to 51 per cent, despite a smaller applicant pool this year. Curtin's TISC first preferences show healthy demand for the University's courses among this cohort and we continue to attract an increasing number of high achieving students.

Curtin's global reputation is a factor in attracting students and staff to the University's campuses and in enabling the University to establish collaborations with globally renowned institutions. Curtin maintains a competitive position after improving on the major university ranking systems this year. Of particular significance is the University's impressive rise on the prestigious Academic Ranking of World Universities (ARWU); Curtin is now positioned 180 in the world, up from 211 in 2016. The University is also well-positioned in a number of subject rankings, including placing second in the world and first in Australia for mineral and mining engineering, and among the world's top 50 institutions for nursing and chemical engineering.

### CHANGES TO THE LEGAL ENVIRONMENT AFFECTING THE UNIVERSITY IN 2017

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

#### COMMONWEALTH LEGISLATION

The Commonwealth Minister for Education and Training instituted new national standards for higher education in Australia – the Higher Education Standards Framework (Threshold Standards) 2015 (HESF) which commenced for regulatory purposes from 1 January 2017. The changes within the revised framework has impact on quality assurance, course accreditation and reaccreditation. The Tertiary Education Quality and Standards Agency (TEQSA) will evaluate all registered providers of higher education to ensure that they meet and continue to meet the requirements of the new HES Framework. Monitoring of compliance of the HESF at Curtin is undertaken on an annual basis by the Academic Board.

## REPORT ON OPERATIONS (CONTINUED)

### OTHER DISCLOSURES AND LEGAL REQUIREMENTS

#### ACT OF GRACE PAYMENTS

In 2017 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 2017 the following costs were recorded against these items:

	Amount \$ (excl GST)
<b>Advertising Agencies</b>	<b>1,601,335</b>
Campaign	-
Non-campaign	1,601,335
<b>Market research organisations</b>	<b>63,150</b>
<b>Media advertising organisations</b>	<b>2,145,473</b>
<b>Grand Total</b>	<b>3,809,957</b>

#### CAPITAL WORKS

##### Projects completed in 2017

###### Kalgoorlie Campus student housing (Agricola College)

- This project replaced the existing housing at Kalgoorlie with the construction of 180 new beds and the refurbishment of 48 beds. The building was occupied by students for semester one in 2017.
- The total end cost was \$32 million with \$21.1 million being contributed from Royalties for Regions funding.

###### Curtin Connect – student engagement in buildings 101, 102 and 103

- This project created a benchmark single stop 'shop' for students and prospective students to engage face to face for all student services. Utilising the original Hayman Theatre as the main engagement space, it is a technology enabled and welcoming interactive environment.
- The project was completed in mid-2017 with a total end cost of \$10.5 million.

##### General refurbishments

- In 2017 a wide variety of refurbishment programs were undertaken including a number of access and inclusion projects (B204, B602, B100, B407, B408, B901), the delivery of CAT 6 telecommunications upgrades across campus, B101 office refurbishment, and the relocation of Shenton Park activities (Faculty of Health Sciences).

##### Projects commenced in 2017

###### Midland Campus (Health)

- The State Government has provided Curtin with \$22 million and land for a new facility to provide primary care and inter-professional education for the new Medical School and other Curtin University programs.
- A construction contract was awarded at the end of 2017 with the construction completion date forecast for mid-2019 with occupancy to occur thereafter. The total project cost is estimated at \$22 million and within the funding provided by the state.

###### Curtin bus interchange

- This project is designed to create an integrated, accessible and vibrant transport terminal in the heart of the campus. As part of the Greater Curtin Stage One outcome it will provide an uplift in amenity, economic diversity and transport choice for Curtin and the community.
- The project is forecast for construction completion in mid-2018 with handover to the Public Transport Authority to commence operations thereafter. The project is forecast to be delivered within the funding provision of \$15.4 million.

###### Creative Quarter bicycle hub

- At the southern end of the Sir Charles Court Promenade, adjacent to the School of Media, Creative Arts and Social Enquiry, this highly innovative public realm project will provide secure access bicycle storage for 200 bicycles in addition to public realm upgrades to allow year-round place activation.
- The project is due for completion in early 2018 for a total project cost of \$4.2 million.

###### School of Design and Built Environment upgrade

- The Design and Art buildings 202, 203 and 212 are at end of life and being refurbished to provide upgraded facilities and support strategic plans including on-line and contemporary learning initiatives. Enhancing the Campus southern precinct, it will also integrate with the Creative Quarter public realm.
- Construction commenced in late 2017 and will be undertaken on a staged basis to allow for ongoing operations. Completion will occur in 2019 within a forecast project cost of \$12 million.

##### Projects forecast to commence construction in 2018

###### Greater Curtin Stage One (including School of Design and Built Environment)

- 2017 saw the completion of the procurement process to select a private sector consortia to finance, deliver and operate Stage One. Following Council approval in October 2017, Curtin is in final negotiation with the preferred proponent to reach project agreement. Execution of the deal is expected by mid-2018 with construction commencement possible by end 2018.
- With an end capital value at circa \$450 million, the scope includes student accommodation, short-stay accommodation and apartments, academic and industry partner space, retail and other supporting amenity and infrastructure.

###### Building 311 PC2 super-laboratory pilot (and compliance refurbishment works)

- This project will develop a prototype 96 seat multidisciplinary undergraduate science teaching laboratory. It forms part of the Curtin Super Sciences Program and is linked to the University's Research Capacity Building programs.
- Currently in the planning phase, construction is forecast to commence in late 2018 for completion in 2019 and with a funding provision of \$11.5 million.

###### Building 105 TL Robertson Library upgrade

- The library requires a major upgrade in order to provide a best-practice, contemporary, fit for purpose library facility.
- To maintain ongoing library operations at all times, the delivery strategy consists of two stages with Stage One comprising a new services tower and related infrastructure upgrades along with a new entrance and updated ground plane. Stage One will commence construction at end 2018 with a funding provision of \$57.5 million. Timing for Stage Two is to be determined.



A new bus interchange is forecast for completion in mid-2018. At the northern end of the Bentley Campus, it forms part of the Greater Curtin Stage One project.

## REPORT ON OPERATIONS (CONTINUED)

### COUNCIL AND COMMITTEE REMUNERATION

Pursuant to Premier's Circular 2017/08, the University must provide a report on the remuneration provided to board/committee members. Under the requirements of the Annual Reporting Framework issued by the Public Sector Commission, the voluntary remuneration payments provided to the members of Council and co-opted members of the sub-committees of Council in 2017 is as follows:

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2017 financial year <sup>1</sup>
Chancellor	Mr Colin Beckett	Annual	12 months	\$80,000.00
Council Member	Mr Kim Bridge	Annual	10 months, 14 days	\$13,084.24
Council Member (Committee member)	Dr Andrew Crane	Annual	12 months	Zero
Council Member (Student)	Mr Sebastian Davies-Slate	Annual	8 months, 18 days	\$3,750.00
Council Member (Student)	Ms Noni Elliott Hobbs	Annual	3 months, 12 days	\$1250.00
Committee Member (Staff member)	Prof Paul Fairall	No entitlement	12 months	Zero
Committee Member (Co-opted)	Ms Beth Gordon	\$2,000.00 per meeting	12 months	\$20,000.00
Committee Member (Co-opted)	Mr Damian Gordon	\$2,000.00 per meeting	12 months	\$20,000.00
Council Member	Dr Vanessa Guthrie	Annual	9 months	\$11,250.00
Council Member (Committee member)	Mr Alex Jones	Annual	12 months	\$20,000.00
Council Member (Committee member)	Mr Michael Lishman	Annual	12 months	\$15,000.00 <sup>2</sup>
Council Member (Staff member)	Assoc Prof Linley Lord	No entitlement	12 months	Zero
Council Member (Staff member)	Mr Andrew McLean	No entitlement	12 months	Zero
Council Member (Student)	Mr Liam O'Neill	Annual	12 months	Zero
Council Member (Staff member)	Prof Dale Pinto	No entitlement	3 months	Zero
Council Member (Committee Chair)	Mr Steve Scudamore	Annual	12 months	\$35,000.00
Council Member (Staff member)	Prof Glenda Scully	No entitlement	12 months	Zero
Committee Member (Co-opted)	Mr David Southam	\$2,000.00 per meeting	12 months	\$8,000.00
Council Member (Committee member)	Dr Michael Stanford	Annual	11 months, 1 day	\$18,369.57
Council Member (Vice-Chancellor)	Prof Deborah Terry	No entitlement	12 months	Zero
Council Member (Committee Chair)	Mr Gene Tilbrook	Annual	12 months	\$35,000.00
Council Member (Pro Chancellor)	Ms Sue Wilson	Annual	12 months	\$50,000.00 <sup>3</sup>

1. Includes sacrificed remuneration made as a donation to the Curtin University Foundation or payment made to a superannuation fund

2. Final quarterly payment for 2017 to be paid in 2018

3. Includes final quarterly payment for 2016

### DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

An updated indemnity agreement was entered into between the University and specific directors, committee members and officers. Under the agreement, the University has agreed to indemnify those directors, committee members 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 2017 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 (DAIP) OUTCOMES

In 2017 Curtin completed the five-year review of the 2012-2017 DAIP, and developed our new plan. Good progress was made on long term initiatives and major projects, and our new plan reflects this. Throughout 2017 the following progress was made against the stated initiatives to address the seven outcomes prescribed under legislation and monitored by the Department of Communities – Disability Services.

#### Outcome 1: People with disabilities will have the same opportunities as other people to access the services of, and events organised by, Curtin

The DAIP was discussed and reviewed with our Dubai campus as part of start-up and operational approvals and we will progress as required with our global partners.

The Curtin Specialist Mentor Program (CSMP) was further developed for students on the autism spectrum, which also now seeks links for mentee employment, work experience, internships and scholarship opportunities with industry partners.

The Accessible Events Checklist continues to be promulgated enterprise-wide with particular attention paid to faculties in order to increase awareness of the current DAIP.

Automation of Curtin Access Plans, enabling students to access reasonable adjustments to assist them in their course requirements, is underway with relevant stakeholders across the University. Curtin Access Plans (CAP) were reviewed with wide feedback from within Curtin and national disability services colleagues. CAP visibility within Student Systems was made as a priority. CAP information is now included in staff education sessions and an updated Disability Services website have been completed in response to individual staff and faculty requests.

The Accessible Enrolments Strategy was implemented and includes e-application, e-enrolment and physical attendance options e.g. enrolment forms available via webpage, quick forms in OASIS account, hardcopies and student email requests.

In order to meet the requirements of industry and community organisations that host Curtin students we have developed inherent requirements (IR) for courses requiring a work-integrated learning (WIL) placement. Fieldwork Policy & Procedures and the Fieldwork Manual have been updated to include processes to accommodate placement students with disability.

#### Outcome 2: People with disabilities will have the same opportunities as other people to access Curtin's buildings and facilities

The Universal Access Manager role was embedded into the Properties, Facilities & Development organisational structure to support compliance and communication of universal design, access and inclusion initiatives. This is demonstrated by Universal Design (UD) considerations in the development of Curtin's Wayfinding Strategy and is also being tested against internal and external capital projects.

Under the "improving access options" component of the Transport Plan, a cycling/ pedestrian network audit was completed including consideration of UD. Data from these audits will assist in developing a works program including:

1. A cycling and pedestrian network improvement plan
2. Review of ACROD bays including the Threshold Project, aiming to improve ACROD bay users' experience of the campus by considering better connectivity to buildings and end of trip facilities
3. A pedestrian crossing safety program across the campus and surrounding areas

A review of the Tertiary Education Facilities Management Association's accessibility rating was completed.

A tool for measuring accessibility for multiple purposes including space management and benchmarking is being developed for trial.

The Access & Inclusion Works Program (AIP) is included in the Properties capital program budget for 2018, with over \$300,000 allocated for works to improve access and inclusion informed by stakeholder feedback.

Emergency evacuation guidelines for people with disability have been completed and are due for launch in February 2018.

The Liveable Housing Project collaboration where Curtin developed a series of audio-visual materials to educate students in UD principles in the built environment was completed.



## REPORT ON OPERATIONS (CONTINUED)

### Outcome 3: People with disabilities 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

All University Marketing websites currently meet WCAG 2.0(AA) standards. To ensure full compliance across the University we intend to implement intelligent automation of assurance activities in the form of a web monitoring tool suite, with live data on daily issues regarding accessibility. This will involve regular testing of the Curtin web domain to assess accessibility status opposite WCAG 2.0 (AA) guidelines, providing regular recommendations to resolve any issues highlighted, and continuous tracking and monitoring of the web compliance progress.

Cornerstone platform accessibility and future contract requirements are currently being considered prior to the renewal of the current agreement and enable compatibility with JAWS screen reading software for online training delivery.

A working party was set up to examine the development of UD guidelines for teaching staff to embed these principles into the delivery of course materials. The Echo 360 ALP (Active Learning Platform) was requested to display captions by default, for recorded materials.

The Curtin Universal Design website, which provides information on how to embed UD into all university activities, went live at end of 2017. To ensure accessibility of corporate applications for people with disability, Curtin Information Technology Services ensures appropriate vendor contracts include a Special Condition DAIP clause, and that vendors are aware of the reporting requirement and their responsibilities to act in accordance with Curtin's DAIP.

### Outcome 4: People with disabilities receive the same level and quality of service from Curtin staff as other people receive from Curtin staff

The staff online Disability Awareness training module was completed in December 2017, for roll out and delivery to all Curtin Staff in early 2018.

Two Counselling & Disability Services staff, (Counsellor and Disability Advisor) are based part-time in the Centre for Aboriginal Studies.

All Disability Advisor roles are looking to be rebranded as "AccessAbility Advisors" (staff/students) in early 2018, to reduce perceived focus on disability in terms of 'deficit', and place emphasis on individual capability in the work and study environments.

### Outcome 5: People with disabilities will have the same opportunities as other people to make complaints to Curtin

The Integrity and Standards Unit has identified within its Operational Area plan and Client Feedback Mechanism Strategy, how it intends to collect feedback to continuously improve our complaints process, including its accessibility.

## MARKETING AND COMMUNICATION ACTIVITIES

University Marketing and Curtin International collaborated closely in 2017, with two key priorities: international student recruitment and global positioning.

University Marketing and Curtin International formed a 'global positioning taskforce' to develop a strategy to improve Curtin's position in university rankings that rely heavily on brand perception, such as the QS World University Rankings, which are largely the result of a survey of influential academics and employers. The taskforce investigated ways of ensuring Curtin is front of mind with these survey groups and will take steps in 2018 to put its strategy into action.

In support of Curtin's newest campus, Curtin Dubai, University Marketing worked closely with the local partner to ensure support the campus launch and ensure high quality, consistent branding. University Marketing developed a multi-channel brand advertising campaign to launch the brand and provided advice and a range of marketing collateral, including web templates, style guides and existing publications, to guide their recruitment and branding activities.

Regular bi-monthly global campus marketing forums were established and close collaboration with all Curtin's international campuses and partners will continue to be a high priority into 2018 and beyond, to ensure the ongoing consistency of our global brand.

In the student recruitment space, University Marketing worked with Curtin International to assess the current international lead generation program. In the second half of 2017, both areas worked closely to create a central marketing and lead generation plan that will set us up to strengthen recruitment into priority regions for 2018, developed in consultation with relevant faculty representatives. The plan now includes a China-specific strategy being implemented by a local specialist Chinese agency.

Further work is being done to bring all campus advertising into this central plan, which will create one central global marketing plan and present the University as 'One Curtin', with clear articulation of global study and exchange opportunities. This work will be ongoing in 2018.

Curtin's domestic student recruitment efforts once again delivered extremely pleasing results, with 51 per cent of WA's undergraduate applicants nominating Curtin as their first preference in 2017. Curtin Open Day, the largest recruitment event of the year, set a new attendance record, welcoming 24,900 visitors to the Bentley Campus.

Further work has been done to expand our use of marketing automation via the procured platform, Marketo. The platform enables tailored messaging to prospective students across multiple channels, based on their interests and level of education. The aim is to create a more desirable and personalised interaction with Curtin and through more relevant and timely messaging, support a stronger recruitment pipeline from our key target audience segments. Real-time analytics enable the continuous profiling and refinement of audience segments, optimization of communication and ability to strengthen conversion.

Some successful international conversion pilots on this platform were carried out with international recruitment during 2017 and will remain a priority for 2018.

University Marketing, in collaboration with Curtin IT Services and the Office of Research and Development, reworked the [curtin.edu.au/research](http://curtin.edu.au/research) website in late 2017 to better support the University's efforts to profile and build scale in key areas of research strength.

The project involved a complete overhaul of the content and structure of Curtin's internally and externally facing web content, based on audience and business needs. A key component of the project was the creation of a new digital platform and publishing model for Curtin's research news and events, which replaces the printed magazine R&D Now, which had been Curtin's primary vehicle for this type of communication for more than a decade.



Curtin University Marketing won Marketing Team of the Year at the 2017 Australian Marketing Institute Awards, beating other brands such as ME Bank, Tourism Australia and Fairfax Media.

## PRICING POLICY 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](http://fees.curtin.edu.au).

## RECONCILIATION ACTION PLAN (RAP)

In 2017 Curtin continued the implementation of its RAP 2014-2017 with highlights including on-country visits for staff and students as part of the Indigenous Cultural Capabilities Framework, the Student Internship Program which provides employment at Curtin for our students, and the partnership with the Bringing Them Home Committee resulting in Curtin students undertaking work integrated learning with communities on site work for Healing Centres at Carrolup/Marribank and Wandering.

The RAP 2014-2017 was evaluated and preparation of the RAP 2018-2020 commenced. Reconciliation Australia has confirmed that this should be at Elevate level, the highest level in the RAP framework, recognising Curtin's ongoing commitment and contribution to reconciliation, with an emphasis continuing Curtin's distinctive contribution as a University in education and employment, and on progressing reconciliation through community partnerships and collaboration.

## REPORT ON OPERATIONS (CONTINUED)

### 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 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)* (Act). 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 & Information Management (RIM) team develops policies, processes, training and tools to assist staff to meet requirements of the plan.

#### Significant improvements and developments

- A revised and renamed Information Management Policy that better supports Curtin's new Strategic Plan was approved
- Groundwork was undertaken in 2017 to enable the University to capitalise on existing IT infrastructure to provide more mature alternatives to network drives in 2018
- A valuable collection of anthropological film reels and documents known as "The Melanesian Film Archive" were successfully moved from storage in Curtin's Shenton Park campus to a new purpose built facility on the Bentley Campus.
- A collection of archival material was curated and exhibited at the John Curtin Gallery to celebrate Curtin's fiftieth anniversary.
- Over 6,000 boxes of old hard copy records were securely and legally destroyed in 2017 reducing offsite records storage holdings.

### Ongoing records and information management training

- New online recordkeeping awareness compliance course launched in July 2017
- More than 1,500 staff completed the online information management awareness training in 2017. All staff are required to complete this training within two months of starting at Curtin, and are required to repeat the training after three years.
- Training was made available for all staff on creating and keeping records; sentencing, retention and disposal of information. Training on how to use the Curtin Records and Information System and the Contracts and Agreements Register was also provided. Customised training to areas on managing records within file shares was also provided.
- Information and awareness raising activities in relation to privacy and freedom of information responsibilities were provided to staff.
- Feedback is sought from attendees and all training is reviewed regularly.

### RISK MANAGEMENT

Curtin's Risk Management Framework consists of the Risk Management Policy, Risk Management Procedures and Risk Reference Tables that specify the University's Risk Appetite set 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 key areas of focus during 2017 included:

- **Risk transfer through insurance or self-insurance:** Following extensive market testing, Curtin moved a substantial proportion of its insurance portfolio to Unimutual, delivering cost savings as well as access to risk and insurance products that are tailored to higher education. At the same time a risk profiling review was conducted to better understand the extent to which insurable risks are appropriately covered. The outcome of the review noted that 95 per cent percent of risks are at least 'partially insured', with 66 per cent classified as 'insured'. This is considered average from assessments completed with businesses of a similar nature. There are 12 risks assessed to have a potentially 'catastrophic' impact. Ten of these have been classified as "insured" and two as partially insured.
- **Strategy:** A revised strategic risk profile to support the 2017-2020 Strategic Plan was completed included the inclusion of a new risk dealing with operational sustainability. Throughout the year Curtin's risk profile has improved, however risks relating to domestic and international competition remain a focus. Key risk indicators are now embedded in all strategic risks, and there are plans to develop key risk indicators for our international campus operations.
- **Policy and systems:** Consistent with the COSO June 2017 paper *Enterprise Risk Management – Integrating Strategy and Performance*, work commenced during the year to integrate strategy, risk and compliance at a policy level initially. Looking forward this is expected to be followed by an integrated system solutions for enterprise risk management and business continuity, with a longer term view to integrate across strategy and compliance where possible.
- **Internal Audit and Assurance:** During 2017, Curtin moved from co-sourced to a fully outsourced audit and assurance service. A revised Audit, Risk and Compliance Committee Constitution was approved by Council along with an updated Internal Audit and Assurance Mandate. Apart from reflecting the full outsourcing, changes to these documents incorporated formalising the role of the committee relating to technology control frameworks, organisational culture and organisational resilience.

### 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.

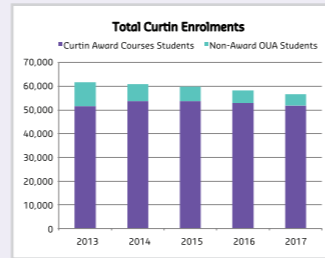
At 31 December 2017, the University had no subsidiaries.

### VOLUNTARY CODE OF BEST PRACTICE FOR THE GOVERNANCE OF AUSTRALIAN UNIVERSITIES

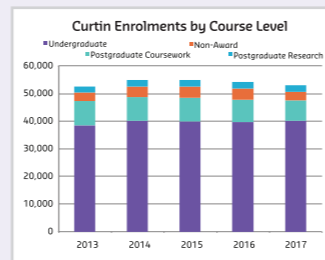
At its meeting on 7 December 2011, Council adopted the Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. A compliance report for 2017 was noted by Council at its meeting on 14 February 2018. The University complies with all 14 protocols.

## CURTIN KEY STATISTICS

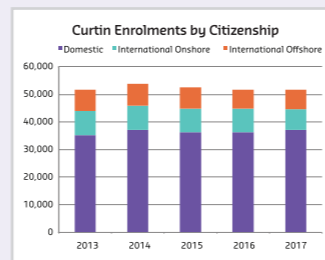
	2013	2014	2015	2016	2017
<b>STUDENT HEADCOUNT</b>					
<b>Total Curtin Enrolments</b>	<b>61,724</b>	<b>60,762</b>	<b>59,942</b>	<b>58,217</b>	<b>56,662</b>



	2013	2014	2015	2016	2017
<b>STUDENT HEADCOUNT EXCLUDING NON-AWARD OPEN UNIVERSITIES AUSTRALIA (OUA) STUDENTS *</b>					
<b>Total Curtin Enrolments</b>	<b>51,595</b>	<b>53,617</b>	<b>53,611</b>	<b>52,994</b>	<b>51,837</b>
Attendance: Full-time ratio	68%	68%	69%	69%	68%

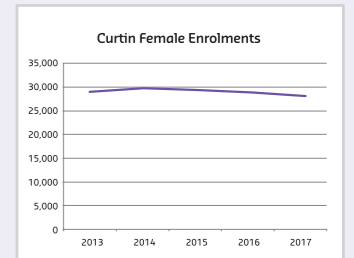


<b>Broad Field of Education</b>	2013	2014	2015	2016	2017
Agriculture, Environmental and Related Studies	197	212	208	209	222
Architecture and Building	2,309	2,366	2,317	2,330	2,369
Creative Arts	1,064	988	962	930	888
Education	4,675	4,531	4,324	4,272	4,593
Engineering and Related Technologies	6,541	6,965	6,996	6,978	6,501
Health	9,313	9,788	9,456	9,507	9,370
Information Technology	718	600	468	408	412
Management and Commerce	14,407	14,373	14,063	13,304	12,483
Natural and Physical Sciences	3,693	3,809	4,183	4,415	4,484
Society and Culture	8,894	10,486	10,956	11,030	10,792
Non-Award	886	900	847	804	854

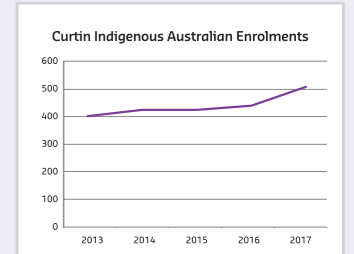


<b>DEMOGRAPHY AND EQUITY</b>					
<b>Student Citizenship</b>					
Domestic Students	35,229	37,218	36,192	36,326	<b>37,169</b>
International Students studying in Australia <sup>^</sup>	8,742	8,656	8,733	8,509	<b>7,547</b>
from : China (%)	32%	30%	28%	25%	<b>25%</b>
Malaysia (%)	14%	13%	12%	12%	<b>13%</b>
India (%)	3%	4%	7%	13%	<b>11%</b>
Indonesia (%)	5%	4%	4%	4%	<b>5%</b>
Singapore (%)	7%	6%	6%	5%	<b>5%</b>

	2013	2014	2015	2016	2017
International Students studying outside Australia <sup>o</sup>	7,818	7,926	7,745	6,912	<b>7,121</b>
from : Malaysia (%)	37%	37%	40%	45%	<b>44%</b>
Mauritius (%)	14%	15%	17%	19%	<b>19%</b>
Singapore (%)	20%	18%	15%	11%	<b>12%</b>
China (%)	3%	4%	4%	4%	<b>4%</b>
Sri Lanka	2%	1%	2%	3%	<b>4%</b>

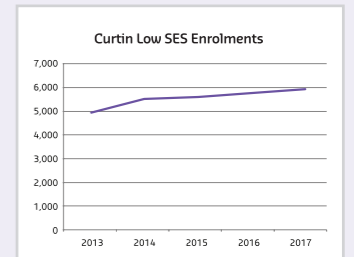


<b>Gender</b>					
Female Students	29,121	29,887	29,573	29,057	<b>28,365</b>
Female Proportion	56%	56%	55%	55%	<b>55%</b>

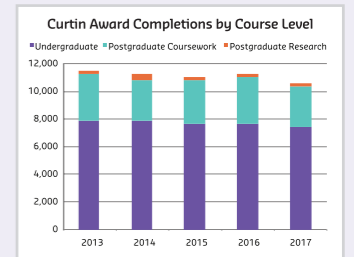


<b>Indigenous Australian Students</b>					
Low Socio-Economic Status (SES) Students	4,959	5,469	5,563	5,754	<b>5,872</b>

<b>AWARD COMPLETIONS</b>					
<b>Total Curtin Completions</b>	<b>11,267</b>	<b>10,919</b>	<b>10,835</b>	<b>11,025</b>	<b>10,406</b>

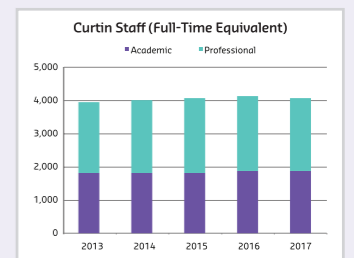


<b>Course Level</b>					
Postgraduate Research	284	299	294	307	<b>347</b>
Postgraduate Coursework	3,178	2,994	3,146	3,153	<b>2,696</b>
Undergraduate	7,805	7,626	7,395	7,565	<b>7,363</b>



<b>STAFF (FULL-TIME EQUIVALENT) #</b>					
<b>Total Curtin Staff</b>	<b>3,950</b>	<b>3,987</b>	<b>4,019</b>	<b>4,099</b>	<b>4,068</b>

<b>Work Function</b>					
<b>Academic</b>	<b>1,828</b>	<b>1,831</b>	<b>1,841</b>	<b>1,883</b>	<b>1,866</b>
Teaching	612	613	700	702	<b>698</b>
Research	279	361	426	491	<b>504</b>
Teaching and Research	798	720	623	610	<b>595</b>
Other	138	137	92	80	<b>69</b>
<b>Professional</b>	<b>2,122</b>	<b>2,156</b>	<b>2,178</b>	<b>2,216</b>	<b>2,202</b>



\* 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 non Commonwealth Supported OUA students who are not reported to government.

<sup>^</sup> Percentages represent the proportion of international students studying in Australia, not the proportion of the total Curtin population.

<sup>o</sup> Percentages represent the proportion of international students studying outside Australia, not the proportion of the total Curtin population.

# 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 2017, while the prior year published in the 2016 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and WA campuses only.