



Curtin University



# ANNUAL REPORT 2018

Western Australia | Malaysia | Singapore | Dubai | Mauritius

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## CURTIN UNIVERSITY FOUNDATION

### We're making tomorrow better.

Curtin strives to meet global challenges by supporting practical research and teaching that addresses issues and creates solutions for healthy, sustainable and successful societies. Curtin's goal is to benefit the community locally, nationally and internationally, today and into the future.

### Help us make tomorrow better, together.

**Curtin University Foundation**

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#### Cover image:

1. The Forum.
2. Professor Tele Tan and members of Curtin's Autism Academy for Software Quality Assurance celebrate winning a BHERT Award in November.
3. Learners across the globe can now study Western Australian Indigenous culture through the Noongar Language and Culture MOOC.



## 2018 ANNUAL REPORT



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## STATEMENT OF COMPLIANCE

The Honourable Sue Ellery MLC  
Minister for Education and Training  
Level 13, 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 for the year ending 31 December 2018.

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

Yours sincerely



**Andrew Crane**  
Chancellor



**Professor Deborah Terry AO**  
Vice-Chancellor

On behalf of the University Council dated this 20th day of March 2019

## ABOUT CURTIN

Curtin University is Western Australia's largest university, with 51,471 enrolled students across its Australian and international campuses in 2018\*. Of these, 29 per cent were of international citizenship.

Established in 1986, the University takes its name from the influential and widely respected former Prime Minister of Australia, John Curtin, and continues to embrace his philosophy to "look ever forward," instilling a culture of innovation in its teaching and research, and inspiring staff and students to make tomorrow better.

Curtin is a globally focused institution that 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 largest campus is in the suburb of Bentley, six kilometres south of the centre of Perth. Curtin has two additional metropolitan campuses and a regional campus in Kalgoorlie. Curtin also has campuses in Malaysia, Singapore, Dubai and Mauritius.

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:

- **Faculty of Business and Law**
  - Curtin Law School
  - School of Accounting
  - School of Economics, Finance and Property
  - School of Management
  - School of Marketing
- **Faculty of Health Sciences**
  - Curtin Medical School
  - School of Nursing, Midwifery and Paramedicine
  - School of Occupational Therapy, Social Work and Speech Pathology
  - School of Pharmacy and Biomedical Science
  - School of Physiotherapy and Exercise Science
  - School of Psychology
  - School of Public Health
- **Faculty of Humanities**
  - School of Design and the Built Environment
  - School of Education
  - School of Media, Creative Arts and Social Inquiry
- **Faculty of Science and Engineering**
  - School of Civil and Mechanical Engineering
  - School of Earth and Planetary Sciences
  - School of Electrical Engineering, Computing and Mathematical Sciences
  - School of Molecular and Life Sciences
  - WA School of Mines: Minerals, Energy and Chemical Engineering

- **Centre for Aboriginal Studies**

Curtin is a leading research institution, known for its strength in minerals and energy, data analytics and emerging technologies, health sciences, astronomy, sustainable development and agriculture.

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

Curtin University is a body corporate established under the *Curtin University 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.edu.au](http://curtin.edu.au)

## CURTIN LOCATIONS



### PERTH

Kent Street, BENTLEY WA 6102

**Postal address:**  
GPO Box U1987, PERTH WA 6845  
[curtin.edu.au](http://curtin.edu.au)



### PERTH CBD

Graduate School of Business

78 Murray Street, PERTH WA 6000



### PERTH CBD

Curtin Law School

57 Murray Street, PERTH WA 6000



### PERTH CBD

Curtin University St Georges Terrace

139 St Georges Tce PERTH, WA 6000



### KALGOORLIE

Curtin Kalgoorlie

Egan Street, KALGOORLIE WA 6430



### MALAYSIA

Curtin Malaysia

Senadin, MIRI, SARAWAK, MALAYSIA  
[curtin.edu.my](http://curtin.edu.my)



### SINGAPORE

Curtin Singapore

90 and 92 Jalan Rajah,  
SINGAPORE 329162  
[curtin.edu.sg](http://curtin.edu.sg)



### DUBAI

Curtin Dubai

Block 11, 4th floor,  
Dubai International Academic City,  
DUBAI  
[curtindubai.ac.ae](http://curtindubai.ac.ae)



### MAURITIUS

Curtin Mauritius

Telfair, MOKA,  
REPUBLIC OF MAURITIUS  
[curtinmauritus.ac.mu](http://curtinmauritus.ac.mu)

\* Student headcount excluding non-award Open Universities Australia students.

## CHANCELLOR'S FOREWORD

**Like all universities, Curtin exists to teach, research and benefit society. Having been involved with Curtin through the business school for many years and the University Council more recently, I have been fortunate to observe the positive changes at Curtin as it delivers on each of these goals in its own unique way.**

Under the leadership of our Vice-Chancellor Deborah Terry and our outgoing Chancellor Colin Beckett, Curtin has implemented a clear strategy that leverages our specific strengths of innovation, industry connection and international outlook.

The winds of change however, are not always on our back. In 2018, Curtin faced some tough economic challenges arising from two fronts: the capping of federal funding for tertiary education and the prolonged decline in international student enrolments, which has affected the entire Western Australian tertiary education sector.

While it is tempting to consider these purely as external factors out of our control, I want to acknowledge the work of the Curtin team for their efforts in mitigating the impacts of these challenges and finding new areas in which the University can excel.

Sometimes the greatest opportunities are right in front of us and one of those is our ongoing commitment to an international, if not global, outlook. This has long been a particular strength of Curtin.

In 2018, we not only celebrated the tenth anniversary of the opening of our campus in Singapore, but also established new campuses in Mauritius and Dubai, opening up corridors for education in the Middle East and Africa, and providing Curtin with unique market positioning across the Indian Ocean rim.

Strong industry connections provide a second key avenue for Curtin's growth as we better combine and leverage the once disparate pillars of research, education and corporate enterprise.

Through our industry and government partnerships we are creating passionate, industry-ready graduates and successfully leading a number of major national and international research projects in health sciences, astronomy, defence, economics, minerals and energy, and crop disease management.

In Western Australia, the Bentley Campus is undergoing extensive development, with the creation of the 'Greater Curtin' city of innovation – a place where study, research and industry can collaborate, improving student, research, business and community outcomes. The development will contribute substantial value to the state and local economies and offer a stimulating home for business – from start-ups to major corporates.

Continued success in global rankings is also keeping Curtin on a steady, upward trajectory, with the University holding up strongly in both teaching and research. In world rankings, we have retained our position in the top one per cent of universities globally in the 2018 Academic Ranking of World Universities.



Against course-specific criteria, we have again ranked second in the world for mineral and mining engineering, and in the top 100 for architecture and built environment, art and design, nursing, earth and marine sciences, education and sports-related subjects.

The benefits of such remarkable results flow directly to our students. In the 2019 edition of the *Good Universities Guide*, Curtin ranked in the top 20 per cent nationally for the student engagement measures of overall experience, skills development, teaching quality and learner engagement.

While rankings represent an important recognition of our work, they are not an end in themselves. We are privileged to have many talented individuals working at Curtin who, through their hard work and dedication, have made additional unique contributions to the University.

On behalf of the Council, I thank our outgoing Chancellor Colin Beckett for his skilled chairmanship over the past six years. Curtin is a large and complex institution with multiple stakeholders.

Colin has done an exceptional job in ensuring these important stakeholders are all well heard, while setting and delivering a clear common goal for the University.

In the past few months we have also farewelled from the Council the former president of the Australian Institute of Company Directors WA division, Gene Tilbrook, and former CEO of St John of God Healthcare, Dr Michael Stanford, whose combined efforts and expertise have guided Curtin to its current enviable and competitive position. I wholeheartedly thank them for sharing their skills and views in this endeavour.

I would also like to acknowledge the special achievements and awards of Professor Mike Daube, who was named Western Australian of the Year; Professor Peter Newman, WA Scientist of the Year; and Simon Forrest, WA NAIDOC Elder of the Year. Such recognition demonstrates the quality and impact of our research and outreach, benefitting the Western Australian community and far beyond.

As we look to build on our momentum, the role of Council at Curtin is to deliver world-class teaching, research and social impact that leverages what is great and unique about our institution. Balancing all three remains the constant but welcome challenge.

**Dr Andrew Crane**  
Chancellor

## VICE-CHANCELLOR'S REPORT

**I am very pleased to report that 2018 was a year Curtin again raised the bar in teaching and research.**

I'll begin with an achievement that honours the entire Curtin community. In 2018, Curtin was the only Australian non-Go8 university to rank in the top 200 universities worldwide. It is a breakthrough that supports the principle of equity in access – and perhaps further diminishes the perception that only 'old' universities are 'good' ones.

Our commitment to innovation in teaching and learning was acknowledged both locally and globally throughout 2018. The Australian Technology Network, for example, presented Professor Dawn Bennett with a Teaching and Learning Excellence Award. Internationally, Curtin was one of only 10 finalists in the coveted edX Prize for Exceptional Contributions in Online Teaching and Learning.

Curtin's continued rise in global rankings reflects our growing leadership in longstanding and emerging research fields. Again, we had our best-ever year for both Australian Research Council grants and National Health and Medical Research Council funding. We've taken the lead in the WA Data Science Innovation Hub and established the Future of Work Institute. Curtin also heads the new national Training Centre for Data Science in Mine Maintenance, the Centre of Excellence in AI and is a key participant in the Digital Health Cooperative Research Centre. And we ended the year on a highpoint, with the December launch of Curtin's Space Science and Technology Centre – the largest planetary research group in the Southern Hemisphere.

There are also some inspiring individual achievements to note:

In June, Emeritus Professor Mike Daube AO was named 2018 Western Australian of the Year – recognition for an outstanding research career that underpins Australia's reputation as a leader in tobacco control. Then, in August, Professor Peter Newman AO was named as WA's 2018 Scientist of the Year, honouring the international impact of his work in sustainable urban design. Joining them was Mr Ryan Urquhart from the Curtin Institute of Radio Astronomy, who was named joint winner in the ExxonMobil Student Scientist of the Year.

The accolades continued in November, with a cohort of six John Curtin Distinguished Professors making the 2018 Highly Cited Researcher List – a publication that identifies the world's most influential scientists.

I'd also like to acknowledge the University-wide efforts to promote the participation of women in STEM. In 2018, Curtin was awarded bronze accreditation at the Science in Australia Gender Equity (SAGE) Athena SWAN Awards. This was followed by Science and Technology Australia's announcement that two Curtin female researchers have been selected as 2019 'Superstars of STEM'. We were thrilled that three Curtin academics will participate in the fourth Homeward Bound expedition to Antarctica, a global endeavour that supports the influence and impact of women in STEM. Finally, I was pleased to congratulate microbiologist



Professor Elizabeth Watkin and geochemist Professor Kliti Grice, on their induction into the ARC College of Experts.

Curtin's commitment to Indigenous reconciliation is well documented, so I'm delighted to report that in 2018, two Curtin academics and Wadjuk people were recognised for their contributions to Indigenous education and empowerment: Professor Simon Forrest, the state's longest-serving Indigenous academic, was honoured as WA's NAIDOC Male Elder of the Year; and Professor Cheryl Kickett-Tucker, from Curtin's Centre for Aboriginal Studies, will represent WA as a Local Hero in the 2019 Australian of the Year awards.

The final individual achievement I'll mention holds particular significance for this University. In 2018, Adjunct Professor Dr John Edwards, from the John Curtin Institute of Public Policy, won the Prime Minister's Literary Award in Australian History, for his book *John Curtin's War: The coming of war in the Pacific, and Reinventing Australia, volume 1*.

In October we marked Curtin Singapore's 10-year anniversary with a superb event featuring our inaugural ASEAN lecture, delivered by the Australian Ambassador to ASEAN, Ms Jane Duke. I look forward to another celebration in 2019 when we travel to Sarawak to celebrate the 20th anniversary of Curtin Malaysia.

One of our final events for the year was Curtin Council's farewell to the University's seventh Chancellor, Mr Colin Beckett. Curtin's Law and Medical Schools and our global expansion into Dubai and Mauritius were among numerous highlights during his six years of outstanding leadership and service. We now welcome Curtin's eighth Chancellor, Dr Andy Crane, who has served a distinguished, 30-year career in agribusiness.

Despite some funding pressures, Curtin ended the year with a sufficient buffer to support our visionary capital plans, and I'm looking forward to working with Dr Crane as we progress Curtin's investment regionally and globally. In 2019 we'll see the expansion of Curtin's presence in the Perth CBD, the evolution of the Greater Curtin precinct, and the development of our

Super Science Facility at our main Perth campus. We'll also be strengthening Curtin's engagement in regional WA, particularly in the Midwest, Wheatbelt and Pilbara regions.

It is my daily privilege to work in this engaged community of academic and professional staff, and in 2018 I was delighted to be reappointed as Curtin's Vice-Chancellor. I look forward to our year ahead, as together we build Curtin as a global education and research organisation, and honour Curtin's vital role in the Western Australian community.

Professor Deborah Terry AO  
Vice-Chancellor

The University upholds the philosophy of its namesake, former Prime Minister of Australia, 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, MISSION AND VALUES

### 2030 VISION

**A recognised global leader in research, education and engagement.**

Curtin University is a vibrant and globally engaged institution. We are innovative in our thinking and we have a track record of embracing change. Our graduates are highly sought after by industry and our alumni community comprises leaders all over the world. We celebrate diversity, have a strong commitment to social justice and pride ourselves on offering a rich campus life for our students and our staff.

We will continue to transform our learning environments in order to leverage the opportunities afforded by new technologies, aiming to deliver high-quality learning outcomes irrespective of mode of delivery. Our goal is to ensure that our graduates are career capable, well-rounded individuals who reflect the University's values and signature behaviours and are proud Curtin ambassadors.

Our recent success in research has underpinned our improvements in international university rankings. We will seek to retain our areas of strength, at the same time as pursuing emerging areas of research capability. By embracing a culture of innovation, we will provide commercialisation and entrepreneurship opportunities for our staff and students, ensuring that we play a key role in helping to drive the knowledge-based industries of the future.

Developing a clear and comprehensive global strategy, strengthened by deep international partnerships and alliances, will enhance our ambition to be a genuinely global university. At the same time, we will not weaken our resolve to deliver impact in education and research for the benefit of our local communities. At our Bentley Campus, the Greater Curtin development will play a critical role in helping us to further intensify our linkages with industry, business and the broader community. At the same time, on our Malaysian campus, investments in new biotechnology and engineering infrastructure will create fresh opportunities for collaborative, research and industry engagement.

### MISSION

Transform lives and communities through education and research.

### 2020 POSITIONING

Secure our position as a leading global university; in the top 200 internationally and the top 10 nationally.

### CURTIN VALUES

Building on a foundation of **integrity** and **respect**, and through **courage**, we will achieve **excellence** and have an **impact** on the communities we serve.

## STRATEGIC PLAN 2017-2020: DELIVERING EXCELLENCE

We have now reached the mid-way point of Curtin’s Strategic Plan 2017-2020, with the plan being widely understood and implemented across the University.

The successful adoption of the plan is in part due to the highly collaborative development process that engaged the University community through consultations with staff, students, leadership teams and external stakeholders.

The University continues to be guided by a strong strategic positioning statement, which states that as Curtin heads toward 2020 it will position itself as a leading global university, ensuring that we:

- strengthen our capacity to be future looking
- maintain a focus on excellence in everything we do
- strive to be both industry-facing and industry-embedded
- deepen our well-established culture of innovation
- build life-long connections with an engaged alumni
- above all, be led by our values as we support our staff, promote Indigenous reconciliation and contribute to a fairer and more just society for all.

The plan comprises six themes and outlines strategic priorities that will help position the University for future success. Each theme contains a number of strategic objectives as detailed below.

The enabling plan is a living document containing initiatives for each strategic plan theme over the entire planning cycle. The annual ‘plan on a page’ is developed each year providing a list of Curtin’s priorities for that calendar year. Planning with a large number of faculties, schools and areas has been undertaken, ensuring alignment of activities across all levels of the University. During 2018 offshore campus strategic plans were also finalised.

The University measures its performance on the plan against key performance indicators (KPIs) and regular reports progress against targets to Council and Academic Board. The Report on Performance section of this report presents Curtin’s major achievements for this year.



### LEARNING AND STUDENT EXPERIENCE

- Deliver a seamless, responsive and innovative digital environment.
- Offer a distinctive student experience that focuses on leadership, industry linkages and global citizenship.
- Strengthen our postgraduate profile, responding to the changing nature of work and careers.
- Lead in curriculum design and new learning and teaching approaches.
- Be a university of choice for a diverse range of students, including high achievers and those from disadvantaged backgrounds.



### RESEARCH AND INNOVATION

- Support, profile and build scale in key areas of research strength.
- Identify and enable areas of emerging research capability.
- Foster a strong performance culture for research, enhanced by analytics and targeted support programs.
- Improve our postgraduate research outcomes and establish an innovative Curtin PhD framework.
- Secure our position and deepen our capability in knowledge exchange and commercialisation.



### ENGAGEMENT AND IMPACT

- Enrich our local and global communities through knowledge leadership and collaborative partnerships.
- Develop and pursue a clear and sustainable regional Western Australia strategy.
- Strengthen our profile as an industry-facing and industry-embedded university.
- Intensify alumni engagement, build advancement capability and increase philanthropic support.
- Strengthen our global reputation.



### PEOPLE AND CULTURE

- Create a global, collaborative and connected workforce.
- Empower staff at all levels to lead, innovate and strive for excellence.
- Strengthen values-based leadership.
- Improve gender and Indigenous equity.



### GLOBAL POSITIONING

- Expand our global presence through strategic international partnerships, alliances and integrated campuses.
- Grow global demand for our courses and strengthen international research collaborations.
- Support a worldwide network of alumni.
- Leverage our global presence to provide enhanced learning experiences for our students and developmental opportunities for our staff.



### SUSTAINABLE FUTURE

- Ensure a sustainable business model, diversifying our revenue base and aligning resource allocation with strategy.
- Pursue operational effectiveness and efficiency to position us for future success.
- Provide capital and digital infrastructure that supports our strategic ambitions across all campuses and platforms.
- Embrace the benefits of change and foster a culture of continuous improvement.



## REPORT ON PERFORMANCE



### STRATEGIC THEME 1: LEARNING AND STUDENT EXPERIENCE



Learners from around the globe can now study Western Australian Indigenous culture through the Noongar Language and Culture MOOC.

#### Curtin will:

- Deliver a seamless, responsive and innovative digital environment.
- Offer a distinctive student experience that focuses on leadership, industry linkages and global citizenship.
- Strengthen our postgraduate profile, responding to the changing nature of work and careers.
- Lead in curriculum design and new learning and teaching approaches.
- Be a university of choice for a diverse range of students, including high achievers and those from disadvantaged backgrounds.

#### ACHIEVEMENTS IN 2018

##### Delivering a seamless, responsive and innovative digital environment

- Curtin's partnership with the global edX platform continued to strengthen with more than 370,000 learners having engaged with Curtin's open access courses, or MicroMasters. New in 2018 was the MicroMasters in the Internet of Things which provides an entry pathway into Curtin's Master of Engineering Science (Electrical Engineering) degree. Curtin's Master of Marketing was included in the global launch of full master programs on the edX platform.
- Engagement in Curtin's **Noongar Language and Culture MOOC** was exceptional, with close to 2,500 enrolments and a higher than average verified certificate take up rate (8.8 per cent, where 2 per cent is considered successful).

- Curtin introduced a new web-based platform which allows future students to search all of Curtin's units, courses, MOOCs and MicroMasters. It represents a transformative achievement through which Curtin's 'pick and mix' and micro-credential strategy will be enabled.

##### Offering a distinctive student experience that focuses on leadership, industry linkages and global citizenship.

- Curtin graduate Robert Ferritto became **WA's 2018 Rhodes Scholar**. Ferritto is only the second Curtin recipient of the prestigious scholarship, which is the oldest international graduate scholarship in the world. Robert will study at the University of Oxford where he will pursue his dream to create universal access to clean water and sanitation.
- The **Julia Gillard Women in Leadership Scholarship** was established in recognition of Ms Gillard's ongoing commitment to education and supporting women to develop the skills required to become leaders in their field. The scholarship is valued at \$8,000 per year for the duration of the scholar's study, and there is a one-off \$6,000 grant for international travel.
- More than 500 volunteers participated in the **John Curtin Weekend**, assisting 42 regional and metropolitan communities in Western Australia, Malaysia and Singapore to complete projects critical to the life of their communities.

##### Strengthening our postgraduate profile

- Postgraduate education was reimagined with a new '**stackable framework**' for flexible learning of nano- and micro-credentials leading to master level. A range of new postgraduate stacks are in development for launch in 2019.

- A long-term lease was secured for the historic **137 St Georges Terrace** in the Perth CBD. Opening in early 2019, this will be home to Curtin's executive education, offering innovative, modularised, and intensive programs developed to meet the needs of industry and government in up-skilling, cross-skilling and re-skilling the workforce.
- Curtin will create and implement online training modules and other professional development tools for many of India's eight million teachers under a new agreement signed with **India's National Council for Educational Research and Training**.

##### Leading in curriculum design and new learning and teaching approaches

- Among the 61 new courses approved in 2018 were a variety of new '**degrees for the future**', developed to meet student expectations and needs of the future labour market. The new Bachelor of Advanced Science (Honours) provides a differentiated curriculum for high achieving students and developing future leaders in science. New double degrees include Mechatronic Engineering and Computer Science, and Law and Psychology.
- Curtin's strong partnership with **Open Universities Australia** continued with almost 6,000 students undertaking Curtin undergraduate, postgraduate and non-award studies through the online provider in 2018.
- The **UniReady enabling program** expanded its offerings with the integration of three new units (Physics, Maths, and Chemistry), commencing 2019. The first cohort of 13 graduates from the Indigenous Health Sciences and Pre-Medicine Enabling Program commenced undergraduate studies in medicine, physiotherapy, nursing and other disciplines. An Indigenous pre-business enabling course will commence in 2019.
- A major project to streamline the management and assessment of **credit for recognised learning** was implemented. This will lead to an improved and timelier experience for students and will support Curtin's competitiveness.
- For the first time, Curtin signed a **single articulation agreement with Western Australian TAFEs**. This provides clear and transparent pathways for students to move from TAFE study into university study, with credit for recognised learning.
- A **new academic calendar model** was agreed for implementation in 2021. It introduces an extended optional summer period and consolidates the multiple existing trimester series to facilitate better calendar alignment. This will offer opportunities for cross campus unit coordination and distributed learning, facilitating global staff and student mobility.
- Curtin's **Innovative Schools Consortium** expanded into regional Western Australia with Margaret River, Australind and Broome Senior High Schools, and Kalgoorlie's Eastern Goldfields and John Paul Colleges joining.

- Planning for the renewal and refurbishment of the **University library** commenced with the concept design agreed. With building commencing in mid-2019, the approved first phase of this major project will span three years, upgrading essential services as well as creating contemporary new spaces for students in the highly valued academic heart of the campus.
- The Federal Government's requirements relating to Phase I and II of **Transparency in Higher Education** were implemented, with Curtin's work recognised by TEQSA as exemplary across Australia.
- Curtin's Medical School was accepted into the Federal Government's **Rural Health Multidisciplinary Training Program**. This will fund the extensive rural clinical training across regional Western Australia for Curtin medical students.
- Curtin's **graduate capabilities** were revised, the first time since being developed in 2004. The five new capabilities are future focused capturing the changing demands of industry and the professions.

##### A university of choice

- In a contracting TISC application pool in Western Australia, Curtin's **market share increased to 53 per cent** of first preferences. Curtin has also attracted more high-ATAR students than ever before.
- Curtin continues to attract a comparatively **high number of Indigenous students** within the state, with 535 enrolments in 2018.
- Curtin is **number one among WA public universities** in the Graduate Outcomes Survey for Overall Employment and in the Employer Satisfaction Survey for Overall Satisfaction. The University also received several 5-star ratings in the 2019 Good Universities Guide.
- **Student retention** was strong at 85 per cent. This continues to be a critical focus, with an emphasis on the provision of 'just-in-time' analytics to support data-driven decision-making. In addition, all first-year students have access to online 24/7 personalised expert help with assignments through Studiosity.
- More than 1,000 students entered Curtin through the **StepUp program** which provides bonus ATAR points for students from educational, financial or social disadvantage. The StepUp eligibility criteria was reviewed for 2019 resulting in the addition of 21 schools.

##### LOOKING FORWARD

The strong focus for 2019 and beyond will be to ensure we continue to deliver the distinctive Curtin student experience that has made Curtin a global university of choice for students from all backgrounds. We will do this through deep partnerships with significant industry partners, innovative education offerings which support the workforce of the future, and highly relevant co-curricular experiences providing leadership, creativity and entrepreneurial skills development.

## REPORT ON PERFORMANCE (CONTINUED)



### STRATEGIC THEME 2: RESEARCH AND INNOVATION

#### Curtin will:

- Support, profile and build scale in key areas of research strength.
- Identify and enable areas of emerging research capability.
- Foster a strong performance culture for research, enhanced by analytics and targeted support programs.
- Improve our postgraduate research outcomes and establish an innovative Curtin PhD framework.
- Secure our position and deepen our capability in knowledge exchange and commercialisation.

#### ACHIEVEMENTS IN 2018:

##### Supporting, profiling and building scale in key areas of strength

- In 2018, Curtin experienced its **most successful year ever in national competitive grants**. We led in over \$20 million of the Australian Research Council's grants and participated in a further \$10 million of projects. Of particular note was the awarding of two Laureate Fellowships for Professor Julian Gale and Professor Hong Hao, totalling \$4.8 million. In the National Health and Medical Research Council grant round, Curtin was the leading institution in over \$10 million of funding and participated in an additional (to be confirmed)

##### Identifying and enabling areas of emerging research capability

- Curtin continued to develop its relationship with the Western Australian Government, with its efforts being recognised in their support for the creation of a **WA Data Science Hub**. Nationally, we have been successful in securing support for the continuation of the wonderful work being carried out at the National Centre for Student Equity in Higher Education, and in the launch of a new ARC Industrial Training Transformation Centre in Data Science for Mine Maintenance.
- 2018 saw Curtin become home to the new **Future of Work Institute**, based within Faculty of Business and Law. Professor Mark Griffin will lead the institute which will provide research, knowledge and advice for businesses, government and communities seeking to capitalise on the opportunities presented by technological and social change, digital innovation and automation.

- The Curtin-led **Future Battery Industries Cooperative Research Centre** was invited to progress to the second stage of the 20th Cooperative Research Centres selection round. The \$100 million CRC will provide national leadership to harness new energy materials, including lithium, vanadium, nickel, cobalt and graphite, for the future of energy storage. It is one of six bids that have been invited to the second stage of assessment. Curtin is also involved in two other bids that have progressed to the second stage: SmartSat CRC, led by the University of South Australia, and Future Cities CRC, led by the University of New South Wales. Outcomes are expected in March 2019.

##### Fostering a strong performance culture

- Curtin planetary scientist **Dr Katarina Miljkovic** was recognised with a prestigious L'Oréal-UNESCO for Women in Science Fellowship. The annual Fellowship program recognises the most outstanding female scientific researchers in Australia, with Dr Miljkovic's role in NASA's InSight Mission to Mars among the achievements that earned her the honour. Curtin University's commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) was recognised with bronze accreditation at the 2018 SAGE Athena SWAN Awards.
- **Professor Mike Daube** was named the 2018 Western Australian of the Year, recognising the impact of his work both nationally and globally, particularly the role that he played in pushing for tobacco advertising bans and plain cigarette packaging. **Professor Kim Scott** was shortlisted for the prestigious Miles Franklin Literary Award for his novel *Taboo*, and John Curtin Distinguished **Professor Kliti Grice** was elected a Fellow of the Australian Academy of Science. At the Premier's Science Awards, **John Curtin Distinguished Professor Peter Newman, AO**, was named Scientist of the Year.
- Furthermore, John Curtin Distinguished **Professor Kliti Grice** was named the 2018 recipient of the Australian and New Zealand Association for the Advancement of Science Medal for her extraordinary contribution to science. **Professor Chris Moran**, Deputy Vice-Chancellor Research, and **Professor Keith Hampson**, CEO of the Sustainable Built Environment National Research Centre (SBEnrc) were named as Fellows of the Australian Academy of Technology and Engineering.

##### Improving our postgraduate research outcomes

- The **Graduate Research School** developed and implemented the higher degrees by research (HDR) milestones policy and procedures. It also introduced nine new Masters by Research (MRes) courses for the honours transition to HDR and recruited into a new Masters HDR program which was an innovative Industry Master's degree aligned with industry partners. We continue to develop Collaborative Doctoral Programs with internal institutions resulting in Joint PhD awards. Over 300 students completed HDR awards in 2018 and Curtin has increased the number of PhD domestic scholarships by more than 33 per cent.
- Curtin's commitment to developing **young and emerging research talent** was evident. Liam Scarlett was awarded a Forrest Scholarship to support his PhD studies, Dr Crystal Abidin was named on Forbes' annual 30 Under 30 Asia list, Dr Richard Norman was selected by the Australian-American Leadership Dialogue to participate in its 2018-19 Young Leadership Dialogue program and Ryan Urquhart was recognised as the joint winner of the ExxonMobil Student Scientist of the Year.

##### Deepening our capability in knowledge exchange and commercialisation

- Curtin's strategy for research and innovation aims to increasingly focus on delivering true economic, social and environment impact. Opportunities to collaborate in driving such outcomes have included participation in the new, \$215 million **MinEx Cooperative Research Centre**, which commenced in July. MinEx will create new opportunities for mineral discovery by delivering improved drilling methods, and exploration data on under-explored areas in Australia.
- Curtin continued to build upon its commitment to become a balanced research institution, growing industry partnerships and building a legacy for future engagement. In January, Curtin and **Telethon Kids Institute** signed a new affiliation agreement which will promote collaborative efforts between Curtin University and Telethon Kids Institute, with the aim of growing research and enhancing research training for the benefit of children, adolescents, families and the wider community. This new relationship directly led to Curtin, Channel 7 Telethon Trust and the Telethon Kids Institute announcing the establishment and joint funding of The Kerry M Stokes Chair of Child Health. The Chair has been named in recognition of the long-standing support provided by Mr Kerry Stokes AC, to medical research for children through Channel Seven's Perth Telethon and the Channel 7 Telethon Trust. The Kerry M Stokes Chair in Child Health will be a Curtin University Professor whose research will be conducted at Telethon Kids Institute.
- A Relationship Agreement and associated Partnership Plan was signed between Curtin University and **Cisco Systems Australia** in October. Curtin and Cisco have a well-established relationship that this Agreement will further strengthen for the purpose of developing, executing and promoting mutually beneficial research and collaborative projects.



Renowned organic geochemist Professor Kliti Grice received The Australian and New Zealand Association for the Advancement of Science (ANZAAS) Medal for her extraordinary contribution to science. She was also named a member of the ARC College of Experts 2019.

- Curtin and **Optus** announced a five-year strategic partnership focused on leveraging synergies between Curtin's research, teaching and learning capabilities and Optus' technology and infrastructure solutions. This partnership will support an Industry Chair in Artificial Intelligence and Machine Learning, Optus Research Fellows and HDR scholarships in regional telecommunications, higher education data analytics and urban environment technologies.
- 2018 was a significant year for commercialisation – a tangible measure of the impact and importance of our research efforts. Curtin sold interest in spinout company **HiSeis** to an investor group including senior mining executives. Established in 2009, HiSeis is now a leading seismic services company specialising in hard-rock minerals. Clients include AngloGold Ashanti, BHP, Evolution Mining, Fortescue Metals Group, Northern Star Resources Limited and Rio Tinto.
- Curtin programs designed to encourage **entrepreneurship and technology development** continued to grow. The winner of the 2018 Curtin Innovation Award was a surgical fixation device developed by spinout company Rex Ortho that improves stability of implants and ease of reversion surgery if required. More than 1,000 people participated in various events around West Tech Fest, the program designed to encourage technology entrepreneurship in Western Australia that attracts entrepreneurs and investors from around the globe.

#### LOOKING FORWARD

Overall, 2018 has been a significant year for Curtin's research and innovation as we have built upon our foundation of close industry alignment, focus upon research that translates to beneficial outcomes for our community, and continued to look forward to becoming a true global performer.

## REPORT ON PERFORMANCE (CONTINUED)

STRATEGIC THEME 3:  
ENGAGEMENT AND IMPACT

The Autism Academy for Software Quality Assurance won a prestigious national award from the Business/Higher Education Round Table (BHERT) for its efforts to harness and recognise the special talents and dedication of young people living with autism.

**Curtin will:**

- Enrich our local and global communities through knowledge leadership and collaborative partnerships.
- Develop and pursue a clear and sustainable regional Western Australia strategy.
- Strengthen our profile as an industry-facing and industry-embedded university.
- Intensify alumni engagement, build advancement capability and increase philanthropic support.
- Strengthen our global reputation.

**ACHIEVEMENTS IN 2018***Enriching our local and global communities through knowledge leadership and collaborative partnerships*

- Curtin's **partnership with Gondwana Link and local Nyungar Elders** provided an innovative bushland learning space for the delivery of learning about Nyungar culture, language and history. A statement of intent was signed at an historic bush meeting in September to guide the development of on-country education programs for Curtin staff and students at the Nowanup Bush Campus, located about 150km north-east of Albany.
- The **Bankwest Curtin Economics Centre** continued to provide leading, independent research on key economic and social issues affecting the Australian community with the extension of the University's very successful partnership with Bankwest for another four years.

- Curtin's Autism Academy for Software Quality Assurance received the **2018 BHERT Award for Outstanding Collaboration for the National Benefit**, for its efforts to harness and recognise the special talents and dedication of young people living with autism.
- An agreement between Curtin and IT services company **DXC Technology** will see the creation in Perth of a Neurodiversity Hub that will take the lead on promoting employment opportunities for students with autism, post-traumatic stress disorder, anxiety and depression. The hub will be run by the Curtin-based Autism Academy for Software Quality Assurance (AASQA) and the Curtin Autism Research Group (CARG) in partnership with DXC Technology.
- A new partnership with **Optus Business**, announced in August, will explore the impact of artificial intelligence on regional telecommunications, higher education and the urban environment. The five-year alliance to establish the Centre of Excellence in Artificial Intelligence brings together

the experience and expertise of industry and academia to explore how government and industry can best capitalise on disruptive new technologies such as artificial intelligence.

- Curtin and the **Western Australian Museum** signed a memorandum of understanding to promote greater collaboration between the two organisations and to promote global recognition of Western Australia as an education, scientific and cultural resource.
- In September, Curtin hosted the second **Australian Ally Network Conference**, which brings together university Ally networks from around the country to explore LGBTIQ+ issues. More than 230 participants from 39 universities and research centres and 50 corporate and community organisations attended. As part of the two-day conference, the Former High Court Justice, the Honourable Michael Kirby, delivered the 2018 Annual Human Rights Lecture on the topic '*Where to now? The Future of LGBTIQ+ Human Rights*'.

## REPORT ON PERFORMANCE (CONTINUED)

- Award-winning journalist, author and current affairs TV host **Stan Grant** presented the annual John Curtin Prime Ministerial Library Anniversary Lecture to around 500 people in July. His lecture titled *'The return of history: can liberal democracy survive?'* was introduced by JCPML Patron, the Hon Julia Gillard AC.
- More than 400 Curtin students and staff volunteered their time to help with a diverse range of community projects as part of the 20<sup>th</sup> annual **John Curtin Weekend**. The six-week long volunteering initiative offered hands-on support to 42 projects in communities across Western Australia, from the Wheatbelt to the Goldfields and the South-West, as well as Malaysia and Singapore.

### Developing and pursuing a clear and sustainable regional Western Australia strategy

- The signing of an agreement with the **Geraldton Universities Centre** in November will see students living in and around the Mid-West region able to access Curtin courses as of 2019. This will start with Curtin's new Associate Degree in Agribusiness, which will be offered at the Geraldton Universities Centre, with courses to follow including the Indigenous Tertiary Enabling Course and other Centre for Aboriginal Studies degree programs.
- The **Kalgoorlie Campus** continued to expand its flexible study options for students in the Kalgoorlie-Goldfields region in 2018. The Centre for Aboriginal Studies commenced delivery of the Indigenous Tertiary Enabling Course in Kalgoorlie in second semester, providing a culturally appropriate introduction to university for Indigenous students. In addition to its well-established engineering degrees, the campus is now also offering undergraduate degrees in early childhood education, primary education, health and commerce. A new agreement signed with TAFE in June will also see university pathways previously only available to metropolitan TAFE students also made available to students in the Kalgoorlie-Goldfields region.
- Outreach programs and partnerships with local high schools in Kalgoorlie are in place to improve access to higher education in the region, with a second contract implemented with the **Australian Indigenous Mentoring Experience (AIME)**. This program links Indigenous high school students with university students to improve high school completion rates and encourage consideration of post-school options. The Kalgoorlie AIME program engaged with 52 mentees at three local high schools, with three program days held at Curtin's Kalgoorlie Campus.
- A new partnership with the **Rural, Regional and Remote Women's Network of Western Australia** aims to develop the leadership skills of women living in rural, remote and regional WA. The partnership will deliver professional development programs (including masterclasses, conferences, workshops and lectures) as well as supporting rural women into pathway and degree courses at Curtin, particularly within the agricultural and food sector.

### Strengthening our profile as an industry-facing and industry-embedded university

- In June, Curtin moved to expand its city presence with the securing of a lease for premises at **137 St Georges Terrace**, which will be used to deliver postgraduate courses and professional development programs. Located adjacent to Curtin's existing premises at the Old Perth Boys School, this expansion positions Curtin even deeper in the heart of Perth's business district, making the University more accessible and responsive to government and industry.
- In August, the State Government announced that Curtin would lead a new **WA Data Science Innovation Hub** to help ensure the State remains at the forefront of digital and internet technologies. The hub will connect industry to universities, ensuring the transfer of knowledge across various sectors impacted by digital disruption, including mining, oil and gas and agriculture.
- Curtin will help business and industry to capitalise on the shift to wireless technology through a new partnership bringing data science research and technical expertise together. The **Wireless Industrial Sensor Environment (WISE)** program, launched in June, sees Curtin partnering with IT and networking company Cisco and Innovation Central Perth to provide business and industry with the tools to build wireless networks to help run their operations more efficiently.
- The University officially opened its **Curtin Tax Clinic** in July, providing pro-bono tax assistance to unrepresented taxpayers in complying with their taxation affairs. The clinic, operating within the Faculty of Business and Law, is the first of its type in Australia, giving students the opportunity to engage in supervised case work directly relevant to their chosen career in taxation.

### Intensifying alumni engagement, building advancement capability and increasing philanthropic support

- **More than 66,700 alumni engaged with Curtin** in 2018, including attending events, volunteering (such as board participation and guest speaking), via electronic communications and by providing testimonials and stories. A bi-monthly newsletter was sent to more 109,500 graduates around the world.
- The **Alumni Innovator Series** showcased the successes and insights of Curtin's most innovative alumni via public talks, panel discussions, short feature videos, newsletter profiles and articles.
- The **Young Alumni program** was launched in 2017 to connect and support graduates 35 years and under in the earlier stage of their careers. In its first year of operation, its advisory board of young graduates established a Young Alumni Helping Hand Fund to assist students who are struggling with their essential study costs. It also developed a monthly podcast series, *#Talks4Change*, to encourage young alumni across disciplines to share innovative and inspiring ideas to assist their personal and professional development.

- Curtin's annual **Alumni Achievement Awards**, now in their fifth year, recognise and promote the outstanding achievements of graduates. The 2018 Alumni Lifetime Achievement Award was presented to psychology graduate Dr Tracy Westerman who has dedicated two decades of her life to reducing the high rates of mental illness among Indigenous people. Tracy was also named the 2018 Australian of the Year (WA).
- Curtin's second **Alumni Annual Appeal**, run over a period of eight weeks in September and October, facilitated more than 4,800 conversations with members of our alumni community around Australia. The phone appeal exceeded its fundraising target of \$50,000 by more than \$14,000, raising over \$64,000 to support student scholarships and grants. Alumni were also asked to pass on a piece of advice to current students, with these encouraging messages displayed afterwards on digital screens across the Bentley Campus.
- Curtin's staff giving program, **Give to Change**, raised more than \$140,000 in 2018 and established two new giving initiatives: the Give to Change Humanitarian Bursary to assist refugee and asylum seeker students with their living expenses, and the Give to Change Development Bursary providing support for extracurricular activities that enhance the development of highly motivated students.



Bursary recipient Zac Farrow with Vice-Chancellor Terry and staff donor Alex Patterson. Since the Give to Change program was launched in 2012, staff have donated more than \$700,000 to fund a range of initiatives from scholarships to vital research projects.

- The **John Curtin Gallery Donor Circle** initiative was launched in October to mark 50 years since the inception of the University's art collection and 20 years since the gallery's construction. Inaugural donors will be recognised in perpetuity as Founders' Club members. To date, 42 donors have joined this initiative, 17 of whom are staff members.
- The WAIT Alumni Scholarships Campaign was expanded to the **Brighter Futures Scholarship Program**. The aim is to create an endowment fund to support the scholarship needs of each of the University's four faculties over time. To date, close to \$1.2 million has been raised.

- **Philanthropic gifts** to the Curtin University Foundation in 2018 totalled more than \$1.7 million.

### Strengthening our global reputation

- Curtin actively promotes and celebrates its growing and maturing global presence. The University's Open Day this year featured a **Global Marquee**, where information on all of our four overseas campuses was provided to the public and a green screen and other visual technology allowed visitors to virtually visit the different campus sites.
- Following the official launch of Curtin Dubai in 2017, **Curtin Mauritius** was opened in May with a major launch event attended by the Mauritian Prime Minister.
- In October, **Curtin Singapore** celebrated its tenth anniversary with a large alumni event and public lecture. Presented by the Australian Ambassador to ASEAN Ms Jane Duke on the topic 'ASEAN in the Age of Disruption', the inaugural ASEAN lecture will now become an annual event that will help to further build the profile of the campus.
- An **international media strategy** was developed in 2018 to support the University's vision to become a leading global university. The Curtin media team issued a total of 83 media releases internationally throughout the year, including to Malaysia, Singapore, Dubai, Mauritius, India, Africa and China, among other key locations. This resulted in international media coverage for the University, totalling 4,470 media items. Online news had the highest volume of coverage with 4,265 items, followed by print coverage with 205 media stories.
- The **John Curtin Gallery** fostered important cultural dialogue with other countries via its innovative exhibition program and outreach activities. Its *Shared Sky* art exhibition - bringing together Indigenous Australian and South African artists to celebrate ancient cultural wisdom alongside one of the world's greatest scientific endeavours, the Square Kilometre Array (SKA) radio telescope project - opened at the European Union Commission Headquarters in Brussels in late April. The Gallery also won a prestigious Museums and Galleries National Award in the category 'Indigenous Project or Keeping Places' for *Virtual Field Trips through the Carrolup Collection*. This shared the significant artworks and stories of children from the Stolen Generations with more than 2,000 students in more than 100 classrooms across 19 countries, via Skype.

### LOOKING FORWARD

With work on Curtin's new premises at 137 St Georges Terrace expected to be complete in mid-2019, the University is looking to significantly increase its engagement with government, industry and corporate partners, providing a central city venue for the offering of postgraduate and executive education programs and bespoke courses for industry. Curtin will also continue to expand its regional education presence and offerings and will consolidate its efforts to build a stronger philanthropic culture within and around the University to help amplify its impact within the community.

## REPORT ON PERFORMANCE (CONTINUED)



### STRATEGIC THEME 4: PEOPLE AND CULTURE

#### Curtin will:

- Create a global, collaborative and connected workforce.
- Empower staff at all levels to lead, innovate and strive for excellence.
- Strengthen values-based leadership.
- Improve gender and Indigenous equity.

#### ACHIEVEMENTS IN 2018

##### Enhancing workforce capability

- The new **Staff Agreement** came into effect in June and is due to expire in mid-2021. All areas of the University have been impacted by more efficient and streamlined provisions. Areas of focus throughout the implementation period have been to further develop and embed the Academic Confirmation process, and more effectively apply the improved leave management, performance management and workload allocation provisions.
- **New school and faculty structures** were further embedded during the year. The program of work included the integration of new ways of working, alignment of non-faculty functions and updating of systems, people and processes to reflect our new organisational structures. As an outcome of this activity, 24 schools were reduced to 20 and new discipline areas and leads were established.
- To ensure the new structures remain effectively resourced, aligned and responsive to changes in our external environment, a **Strategic Workforce Planning** program was introduced. The use of consistent planning methodologies are being adopted to ensure both the work, and our workforce, are aligned to our university's strategic plan.
- **Academic Portfolio Dashboards** were deployed to assist each academic staff member to understand how their work outputs compare relative to others at Curtin. Easy access to this important information will assist individual capability, performance, and development planning.
- To further a global, collaborative and connected workforce, the first phase of a **Global Mobility Framework** was introduced. The initial framework focuses on the associated business benefits and governance of mobility and sets out the terms and conditions which apply to international placement (expat mobility), and outbound or in-country (Australia) appointments.

- **Talent acquisition and management** activities advanced significantly. 15 senior leadership appointments were undertaken, and stable participation by key senior academic executives ensured consistency in competitive selection processes and academic merit determinations. A new applicant tracking system was implemented to enhance candidate management and reporting.
- An **Ergonomic Assessment Partnership** between our professional and academic staff and students was introduced and is the first of its kind in Western Australia. The partnership provides an enhanced learning experience for our students while helping to give our people the tools they need to be healthy, comfortable and productive at work. The significant value of this collaboration between multiple work areas and students was recognised through it winning the 2018 Vice-Chancellor's Award for Collaboration.
- Website information and EEO data collection systems were improved to assist **disability disclosure** along with a disability awareness training module and remote work guidelines that outline a range of flexible employment opportunities. A community of practice was established to explore issues in relation to promotion opportunities for staff with disability.

##### Improving equity outcomes

- Curtin was recognised as an **Employer of Choice for Gender Equality** by the Workplace Gender Equality Agency, for the fourth time.
- In recognition of our continuing commitment to supporting and advancing gender equity to improve the promotion and retention of women and gender minorities we were awarded a **Bronze Athena SWAN Institutional Award** under the national Science Australia Gender Equity (SAGE) program. The program recognises best practices in recruiting, retaining and promoting women's careers especially in science, technology, engineering, mathematics and medicine (STEMM). A comprehensive action plan across the five themes of: organisational and cultural change; enhanced decision making; career development and management; flexible careers; and career transition points; outlines our commitment to implementing continuous improvements in a sustainable way.



In December, Curtin was among the recipients of an Athena SWAN Bronze award for efforts to improve gender equity, particularly in STEM fields.

- We furthered our commitment to inclusivity through **support for our LGBTIQ+ community** and activities including hosting the Second Australian Ally Network Conference, growing the annual Perth Pride event and facilitating the Ally training program. Our leaders were provided with Inclusive Practice training to promote more inclusive workplace behaviours. Curtin's commitment to LGBTIQ+ diversity and inclusion was also recognised with the University maintaining Silver standing in the Australian Workplace Equality Index Awards.
- The **Access and Participation Plan 2018** informed the distribution of higher education participation and Partnerships was endorsed and implemented.
- An **Inclusive Practice training program** was delivered across the University to meet anti-discrimination legislative obligations, enhance universal access and assist in delivering graduate attributes through addressing the concepts of intersectionality, unconscious bias and privilege.

##### Increasing Aboriginal and Torres Strait Islander participation

- Reconciliation Australia endorsed Curtin's third **Reconciliation Action Plan (RAP)** which was developed as an Elevate RAP. Curtin is one of only three universities and 24 organisations nationally to have achieved this higher level RAP which focuses on external leadership and partnerships to advance national reconciliation.
- Curtin progressed the **Aboriginal and Torres Strait Islander Employment and Engagement Strategy 2017-2020**, including strengthening the employment pipeline for Aboriginal students, developing a cohort of high performing Aboriginal academics and professional staff, and maintaining a commitment to creating a culturally safe and inclusive Curtin community for Aboriginal and Torres Strait Islander people.

## REPORT ON PERFORMANCE (CONTINUED)



Elder-in-Residence Professor Simon Forrest and Curtin staff on a visit to the Rabbit Proof Fence in 2018. Powerful cultural immersion experiences like these are helping shift the concept of reconciliation among Curtin staff from 'head to heart'.



Professor Simon Forrest was named the NAIDOC Perth Male Elder of the Year for 2018.

- We employed 101 Aboriginal and Torres Strait Islanders and have been successful in continuing to grow our Aboriginal Student Placement Program with 28 students employed across our University in parallel to their studies this year.
- As a member of the **Jawun program** which connects some of Australia's leading organisations with the needs of Aboriginal organisations, Curtin seconded four people into the East and West Kimberly during the year to provide their skills and expertise in direct support of Aboriginal leaders developing their own communities.
- **Professor Simon Forrest**, Curtin's Elder-in-Residence, was named the NAIDOC Perth Male Elder of the Year for 2018. Professor Forrest continues to lead powerful cultural immersion programs for staff that are helping shift the concept of reconciliation among Curtin staff 'from head to heart'.

### Monitoring and strengthening our values

- The **People and Culture Committee** chaired by the Provost met regularly to monitor the People and Culture Enabling Plan and underlying objectives including staff engagement, ATSI participation, gender equity, diversity and inclusion amongst other workforce strategies.
- A **Pulse Survey** was piloted to measure progression against our strategic theme of 'Empower staff at all levels to lead, innovate and strive for excellence'. Three areas of the University participated ahead of a whole of institution survey to be conducted in Q2 2019 which will assist the monitoring of our employee experience and how we are tracking against this key strategic outcome.
- A growing partnership with **Stanford University's Life Design Lab** led to their intensive program being delivered to a large student and staff cohort from across the Curtin network. Stanford faculty took the lab outside their institution for the first time and reconstructed it in Bentley in order to accredit a cross-discipline Curtin academic and professional faculty to propagate the highly acclaimed program internally within Curtin in the years ahead. It is anticipated key 'empowerment' programs for our staff and students will stem from this initiative in direct support of our strategic plan.

- People-focused insights and analytics tools for this strategic theme have been progressed through the development of an initial **People & Culture Dashboard** to assist leaders' use of metrics and resultant decision making relating to workforce composition and capacity. This is an iterative process and will continually be enhanced in the years ahead.

### LOOKING FORWARD

The forward plan for this strategic theme will concentrate on strengthening our cultural attributes through implementing new performance management processes, investing in human capital development, ensuring an optimum mix of academic role types, strengthening our discipline leads, supporting flatter structures and enhancing our workload management.

As part of reinforcing our values we will also progress diversity outcomes through achieving an improved gender balance and the promotion of employment and working experiences of people with a disability, while also progressing equity outcomes including continuing our focus on Aboriginal employment.

## REPORT ON PERFORMANCE (CONTINUED)



### STRATEGIC THEME 5: GLOBAL POSITIONING



Curtin's fourth international campus was opened by the Prime Minister of Mauritius, The Hon Pravind Kumar Jugnauth, in May.

#### Curtin will:

- Expand our global presence through strategic international partnerships, alliances and integrated campuses.
- Grow global demand for our courses and strengthen international research collaborations.
- Support a worldwide network of alumni.
- Leverage our global presence to provide enhanced learning experiences for our students and developmental opportunities for our staff.

#### ACHIEVEMENTS IN 2018

##### Expanding our global presence

- **Curtin Mauritius** was officially launched in May 2018 at a gala function in Mauritius. The campus continues the longstanding partnership with the Charles Telfair Institute in Mauritius. There are currently 1,400 students at Curtin Mauritius, with this number likely to grow with the addition of new courses such as the Bachelor of Science (Information Technology) and Bachelor of Science (Psychological Science) in 2019, and expansion of marketing and recruitment activities in Africa. Dr Lina Pellicione was appointed as the inaugural Pro Vice-Chancellor Curtin Mauritius and will commence at the campus in January 2019.

- Curtin continues to develop **strong relationships in China**, with increased partner engagement leading to consolidation of existing partnerships and new opportunities across faculties to build pathways to Curtin degrees. This has also seen the successful implementation of plans for new partnerships including the Joint Institute of Energy Engineering to be based in Shanghai.
- The **Joint Institute of Energy Engineering** with the Shanghai University of Electric Power will build a significant new brand image in China, and moves the Curtin relationship with the Ministry of Education to a new level, deepening our strategic links and engagement with the Ministry. The joint institute will provide new collaborative opportunities for research and teaching.
- A new partnership has been established with the South China Normal University for a new **International United College** that will see five joint programs offered at the college in 2019. Students will be able to complete their initial program in China, before completing their degree in Western Australia.
- A number of new pathways to postgraduate studies at Curtin have been developed in 2018, with new agreements signed with the **Xiamen National Accounting Institute**, and expanded arrangements with others such as Yanshan.

- A group of researchers from the **University of Calgary** visited Curtin during August 2018 to further advance joint research and build a relationship focusing on research areas of excellence. A Curtin delegation will travel to Calgary in 2019 to continue the joint research link development and explore further areas for collaboration.
- The Collaborative PhD program with the **University of Aberdeen** now has 36 students enrolled. In 2018 a staff mobility project was developed whereby four Curtin staff were selected via a competitive process to spend 3-4 weeks at the University of Aberdeen to spend time with their counterparts, develop joint projects, and benchmark best practice to bring back to Curtin. The four staff selected were from both academic and professional staff backgrounds.

##### Enhancing our international competitiveness

- Curtin has increased its presence in the market through a series of **digital lead generation campaigns**, raising awareness of the University and the programs it offers in key international markets. This has seen an increase of 18 per cent in enquiries received in 2018 compared to the previous year.

- A project to develop a streamlined **in-house enquiry management and admissions team** to support recruitment activities was completed in 2018, leveraging Curtin systems and technology to enable enhanced engagement activities with students as they commence their journey to Curtin. A fully integrated approach across technology and processes has seen streamlining of a number of admission processes to ensure a user and student focused approach to student communications and fast turnaround times for application to offer.
- The **average conversion rate** of students from offer to acceptance increased to 24 per cent (an increase of 4 per cent) in 2018. This is compared to a sector average of around 20 per cent, demonstrating the integrated approach of systems and establishment of a team focused on conversion and engagement with students to support students in their decision-making process. Increased conversion rates were also evident for first semester 2019, with offer to acceptances tracking 16 per cent above year-to-date (as at December 4 2018).
- The combined impact of lead generation and enquiry nurture campaigns, along with removal of financial and other barriers to students to enrol at Curtin, has seen **increased enquiries, applications and acceptances for 2019 enrolments**. Based on year-end December 2018 trends, Curtin International forecast 1,550 new students would commence their studies at Curtin in first semester 2019. This compares to an intake of 1,394 new students in first semester 2018.
- A total of 7,038\* international students, including new and continuing students, were enrolled onshore at Curtin in 2018, with the **second semester intake holding at 2017 levels**. While Curtin remains the largest international student enrolling institution in the state, Western Australia has continued flat in terms of growth in international student numbers. Recent changes to the state migration settings and the destination marketing work carried out by Study Perth are expected to have a longer-term impact on the market. In the meantime, Curtin has continued to focus on the removal of barriers that discourage students from selecting Curtin as their preferred education provider.
- A **One Curtin Global Forum** was held in September 2018, with attendees from all campuses developing a Curtin University brand and recruitment model across all campuses. The One Curtin approach sees collaboration across the campuses to position the University globally, and consider ways that each campus can provide a distinctive Curtin student experience.
- **Free, 10-week English language programs** were offered to applicants who need to improve their English to meet the University's minimum requirement. The first students commenced in September, and enrolments have increased for the programs over summer leading into 2019. Curtin English continues to offer pathways for students to meet English language requirements through intensive short programs for those students who require extra support in one of speaking, listening, writing or reading skills to allow them to meet English entry requirements for their degrees.

\* as at October 9 2018, BI tools Office of Strategy and Planning

## REPORT ON PERFORMANCE (CONTINUED)

- The offshore **English Language Bridging program** grew with 267 students enrolled in 2018, with six new partners to commence offering this program in 2019.
- **International student satisfaction** with their Curtin experience improved with a 91 per cent overall satisfaction rating from students who participated in the 2018 global International Student Barometer survey. This rating also positively impacts the propensity of students to actively recommend Curtin, with this measurement increasing year on year since 2014.

### Strengthening international research collaborations

- An implementation plan was prepared to establish a **Curtin Institute of Global Engagement** that will enhance the research profile of Curtin internationally. The institute will invite internationally recognised fellows, industry figures and the wider Curtin community to explore key research themes and topics, and will catalyse new ideas, innovative thought and frontier knowledge aligned to Curtin's strategic objectives. A project plan for implementation will be operationalised during 2019.

### Increasing Student mobility

- Curtin was successful in obtaining over \$2.1 million of funding under the federal **New Colombo Plan** for student mobility projects in the Asia Pacific region commencing from 2019. This will provide over 300 students with the opportunity to take up a broad range of learning experiences through mobility projects over the next three years.
- Six students were awarded prestigious **New Colombo Plan Scholarships**, announced at a gala dinner in Parliament House in November 2018. These students will undertake a semester exchange experience, followed by an internship arranged with international industry partnerships with the Department of Foreign Affairs and Trade. Previous scholarship recipient Jesse Tucek was named New Colombo Plan Ambassador, and will work with DFAT to promote NCP opportunities to businesses and students.
- 158 Curtin students participated in semester **exchange experiences** in 2018, including cross-campus mobility to Curtin Singapore and Malaysia – an increase of 15 per cent. A framework was developed to allow expansion of cross-campus mobility to all Curtin campuses from 2019.
- Curtin students participated in **short term mobility experiences** such as European Summer Schools, study tours, and international practical placements and internships. 306 students participated in these in 2018\*.
- 2018 saw students **transfer between campuses**, with 114 students transferring from Malaysia, eight from Mauritius and 36 from Singapore to study at the Bentley Campus. Students also chose to transfer from the Western Australian campuses to the global Curtin campuses, with one student electing to transfer to Dubai within its first year of operations. Singapore received six students, Malaysia nine and Mauritius four.

- The **Western Australia East Java University Consortium** continued with Curtin University leading the group in 2018, following its establishment in 2017. The consortium consists of the five WA universities and ten state universities of East Java, with a three-year action plan to advance links in research, mobility, training in country and focused efforts on East Java for further collaboration in Indonesia. Funding under the New Colombo Plan was awarded to the consortium for outbound mobility programs that will take place over the next three years. The consortium was a finalist in the WA Export Awards for 2018 in the Education and Training category.
- A number of **academic engagement visits** occurred within the ASEAN region in 2018 to deliver guest lectures, host workshops and research symposiums, culminating in the Ausmincham event late in 2018 that will drive significant research projects and impact from 2019 onwards.
- A number of missions travelled to India in 2018 to develop academic and research links with **Indian institutions and industry**. A team of researchers ranging from early-career to senior researchers also visited the Indian Institutes of Technology to further grow the Curtin joint PhD programs with these institutes. A number of high quality students have already commenced in these programs, with an Indian industry funded research project of over \$1 million granted as an outcome of these missions.
- A memorandum of understanding was signed with the Indian **National Council for Educational Research and Training** during a delegation from the Indian government in Australia, attended by the Vice-Chancellor, Professor Terry, the NCERT Director Professor Hrushikesh Senapaty and the Indian Minister of Human Resource Development (Education) Mr Prakash Javadekar in July. This will see Curtin work with NCERT to develop online training and professional development tools for teachers, leading to improved teaching practices and access to professional development support.
- **Curtin College** continues to be a major pathway for students to Curtin University, with 355 students articulating to the University in 2018. The college continues to feel the impact of the decline in the attractiveness of WA as a study destination for international students, however overall onshore pathways have increased with other language and foundation pathways contributing to the commencing students at the University.
- Numbers of **articulating students** to Curtin from international pathway partnerships increased by 12 percent from 2017 to 2018, maintaining the upward trend from the previous year. There were 283 students who commenced in 2018 from these partnerships. This increase has been due to the sustained partner engagement work that has been carried out over the year.
- The **International Competitiveness Program** continued in 2018, with representation from across the University. There is a focus on enhancing and improving student experience throughout the student journey through streamlining of policy and process, and developing pathways for students to access Curtin programmes globally. This will lead to enhanced student recruitment outcomes across all campuses.

- As a result of the competitiveness program in 2018, **course entry and credit for recognised learning requirements** were adjusted following extensive benchmarking against competitors to ensure that Curtin maintained a competitive position in the market. Further work was completed on the global branding and positioning, as well as continuing to identify areas where Curtin is putting up barriers to student choice and progression through their programs.

### Supporting a worldwide network of alumni

- An alumni event was held in celebration of the **10th anniversary of Curtin Singapore**, along with an inaugural ASEAN lecture which will become part of the annual program of events at the Singapore campus.
- **Other global alumni events** included celebrations to coincide with Chinese New Year in Malaysia, the annual Hong Kong event and other events that were organised to celebrate the launch of Curtin Mauritius and the anniversary of Curtin Singapore.
- The **Alumni Innovators Series** events were live streamed to alumni globally to showcase achievements of alumni. A series of accompanying podcasts and professional development videos are also available for those alumni to engage digitally with Curtin.
- Three Indonesian alumni were recognised in the **2018 Alumni Achievement Awards**. Dr Syaifullah Muhammad, Dr Ahmad Agus Setiawan and Dr Rahayu Puspasari have each contributed to energy, agriculture and strategic infrastructure management in Indonesia following their graduation.

### Curtin Malaysia

- In December, the **agreement for Curtin Malaysia** was renewed for a further period of 20 years. The campus was Curtin's first international campus, commencing in 1999. With more than 3,500 students now enrolled at the campus, this new agreement affirms Curtin's long-term commitment to this important part of Curtin's global network.

### Curtin Singapore

- There were **1,408 students enrolled at Curtin Singapore** in 2018 – an increase over 2017. Nursing continues to be a very competitive course in Singapore, with new competitors entering the market and taking some share from Curtin in this sector. New programs are being introduced during 2019 that will align to Singapore's national development priorities.
- The **Chinese Ministry of Education** has confirmed that they will recognise degrees completed at Curtin Singapore. This will provide a longer-term increase in the pipeline of enrolments, with increases in English pathways noted already.
- Curtin Singapore received an overall student satisfaction rating of 91 per cent in the **2018 International Student Barometer**. This survey measures student satisfaction with the experience of living and studying at Curtin, with Singapore participating for the first time in 2018. Ratings in the areas of arrival experience, learning and support all exceeded 90 per cent, indicating a high propensity of students to actively recommend studying at Curtin Singapore to others.

### Other

- **449 sponsored students** studied at Curtin in 2018, of which 141 were research students. Changes to funding priorities in major sponsor programs such as the Commonwealth Australia Awards have changed the mix and numbers of students studying in Australia with more emphasis being placed on in-country short programs, however Curtin continues to receive positive feedback from sponsored students and the Australian government for the management of this prestigious scholarship program. The largest cohort of sponsored students other than Australia Award students continues to be the Saudi Arabian Cultural Mission.
- The **MicroMasters in the Internet of Things** was selected by Indian technology multinational Tech Mahindra to reskill its 117,000 employees globally. Tech Mahindra guarantee an interview to non-employees who complete the program and meet minimum education and work experience requirements.
- Curtin became a member of **Abdul Latif Jameel World Education Lab**. A part of the globally renowned US institution MIT, J-WEL is a global cooperative network of universities, governments and other organisations that work together to incubate education innovation at scale.
- **Cultural awareness booklets** have been produced for all Curtin campuses to support a One Curtin approach to our global operations.

## LOOKING FORWARD

Curtin will continue to strengthen its international competitiveness in 2019, growing international enrolments. We will continue to work toward a joint institute in China and explore opportunities to deepen links in Sri Lanka, Indonesia and North America. Strengthening the Curtin-Aberdeen Global Energy Institute will be another area of focus.

We will also develop targets and support programs for student mobility, with a particular focus on the New Colombo Plan.



Curtin Singapore celebrated its tenth anniversary in May.



## REPORT ON PERFORMANCE (CONTINUED)



### STRATEGIC THEME 6: SUSTAINABLE FUTURE

#### Curtin will:

- Ensure a sustainable business model, diversifying our revenue base and aligning resource allocation with strategy.
- Pursue operational effectiveness and efficiency to position us for future success.
- Provide capital and digital infrastructure that supports our strategic ambitions across all campuses and platforms.
- Embrace the benefits of change and foster a culture of continuous improvement.

#### ACHIEVEMENTS IN 2018

##### Ensuring a sustainable business model

- Curtin's **new staff agreement**, approved by the Fair Work Commission on 13 June 2018, serves to simplify and streamline a number of employment processes and aligns the University more closely to contemporary national norms. It provides for greater flexibility in the allocation of academic work and the delivery of learning and teaching. Wage rises are prescribed at 14 month intervals, commencing at 1 per cent in January 2018, increasing to 1.5 per cent in February 2019 and April 2020, and 2 per cent in June 2021.
- Curtin is pursuing emerging markets for different online courses and short courses with **"stackable credentials"**. Online avenues are being pursued through the internationally-focused edX platform established by Harvard and MIT. A new online Masters Degree in Marketing is now available through the global edX platform, with approximately 100 expressions of interest received for the course commencing in early 2019.

- **Open Universities Australia** continues to be an important platform and new product for both this avenue and Curtin's own platform continue to be developed. While revenue streams are long established for Open Universities Australia, other online activities are still in the early stages of capturing revenue opportunities.
- As part of the focus on short courses and stackable credentials, Curtin acquired an additional facility in the Perth CBD – **137 St Georges Terrace** – to be the base for short course delivery and professional education. This facility will open in early 2019.
- Curtin's **research partnership approach** has been important in reshaping research interaction with industry and the development of new partnerships such as arrangements with Optus and enhancing of arrangements with Cisco. Both are examples of building the relationships in Australia but leveraging the capabilities of partners international networks to further Curtin's global strategies.

##### Pursuing operational effectiveness and efficiency

- During 2018, Curtin's **new organisational structure** for faculties, schools and departments was implemented. The structure establishes an aligned faculty structure that is consistent with our core objectives for learning and student experience, research and innovation, and engagement and impact. It will ensure Curtin is well positioned to face and embrace the disruptive and dynamism in our present and future operating environment.

- The recruitment of international students into the Perth market has not followed the increases experienced across the east coast of Australia. To improve access to international markets and recruitment outcomes, the previously outsourced international **student recruitment activities** were brought back in-house during the year. This required investment in people and systems but already we are experiencing the early stages of an improvement in recruitment outcomes.

##### Providing capital and digital infrastructure that supports our strategic ambitions across all campuses and platforms

- Curtin continued **standardising digital equipment** in lecture theatres, classrooms and meeting rooms. This will be completed in 2019.
- **Investment in digital capabilities** continues with strong improvements in analytics capabilities, cyber security and mobile access.
- **Capital investment in physical assets** has been targeted at improving research capabilities and refreshing teaching and learning areas. Planning is underway for a significant investment in refurbishing the library, new science facilities and new facilities for the School of Design and Built Environment.
- Planning for the outsourced construction and operation of **new student accommodation**, commercial space, retail facilities and hotel are in their final stages with construction expected to commence by mid-2019.

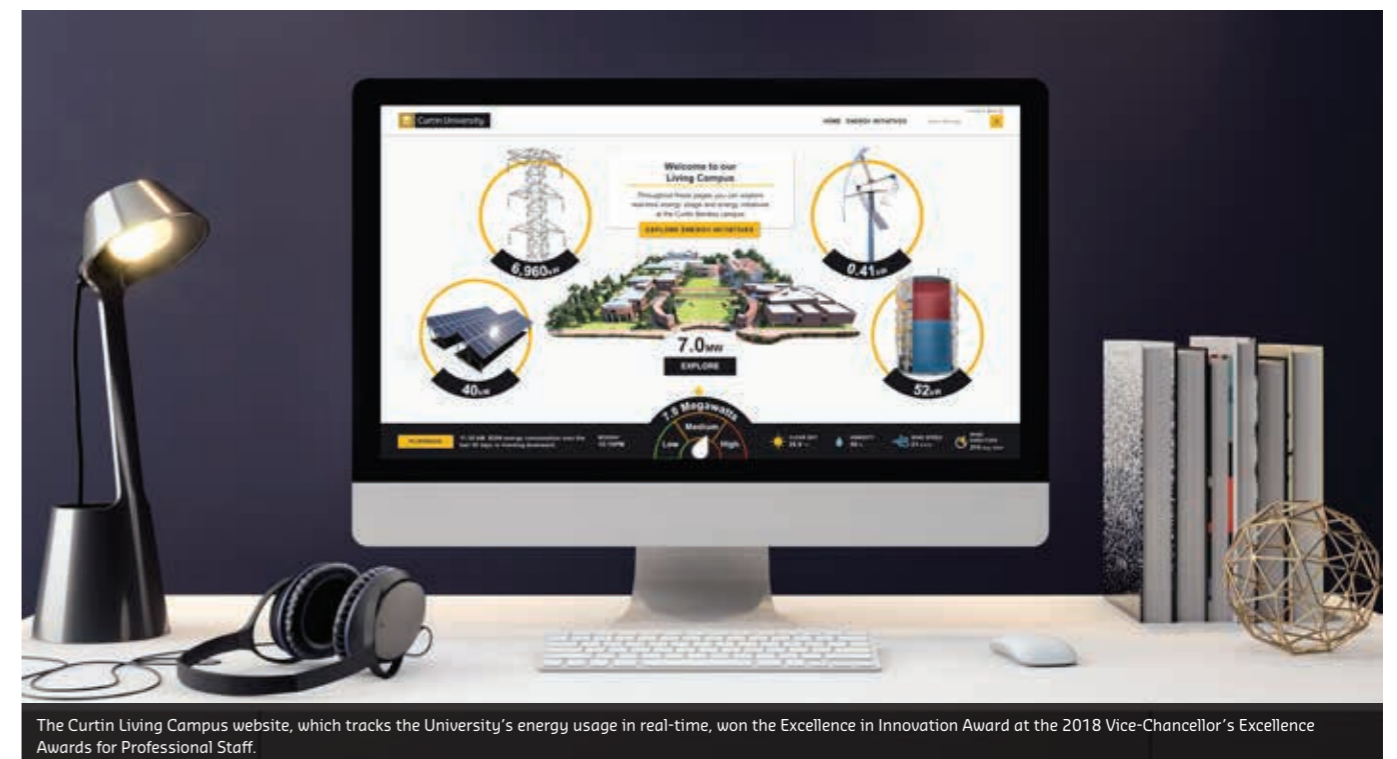
- Initiatives to improve student, staff and visitor **use of the Curtin Bentley campus** are being implemented, including a new Curtin bus interchange to commence operation in 2019. Other examples include smart parking applications to locate available car bays from the 6,500 on the campus, smart cameras and analytics to link classroom activity to timetabling and student systems, smart cameras and analytics throughout carpark areas and a low frequency LORA network installed across the Bentley campus.

##### Embracing the benefits of change and fostering a culture of continuous improvement

- Curtin participated in the national university **Uniforum benchmarking exercise** for the third time. Results are being used to identify areas where efficiency and/or effectiveness can be improved.
- **Several transactional processes** were automated during the year. It is expected that an expansion of this process will be continued in 2019.
- The **'One Curtin' student services business delivery model** was implemented to transform the core functions underpinning the student management lifecycle. It will help support achievement of University global and sustainable futures strategic priorities.

#### LOOKING FORWARD

In a challenging and changing environment, Curtin is pursuing its global strategy but seeking strong engagement with the Western Australian government, university and industry partners as it does this. While disruption comes with risks, opportunities present themselves. Curtin is continually positioning itself to be able to pursue those opportunities from a position of strength.



The Curtin Living Campus website, which tracks the University's energy usage in real-time, won the Excellence in Innovation Award at the 2018 Vice-Chancellor's Excellence Awards for Professional Staff.

## REPORT ON OPERATIONS

### MEMBERS OF COUNCIL (AS AT 3 DECEMBER 2018)



Back row from left to right: Finlay Nolan, Steve Scudamore, Damian Gordon, Elisa Fear, Michael Lishman, Dr Andrew Crane, Professor Glennnda Scully, Andrew McLean, Dr Vanessa Guthrie, Professor Dale Pinto, Romana-Rea Begicevic

Front row from left to right: Professor Deborah Terry AO (Vice-Chancellor), Dr Colin Beckett (Chancellor), Sue Wilson (Pro Chancellor)

### 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 2018, including one meeting held at Kalgoorlie. A Council Retreat was conducted on 8 September 2018 on the strategic positioning of the University.

At its meeting on 22 August 2018, Council unanimously elected Dr Andrew Crane to the position of Chancellor for a term of office commencing on 1 January 2019 and ceasing on 31 March 2021.

At its meeting on 17 October 2018, Council resolved to award an Honorary Doctor of the University to the former Chancellor, Mr Colin Beckett, in recognition of his significant and extended service to the University; and substantial contribution to the education, energy, science and infrastructure sectors in Australia.

Key governance-related matters considered by Council in 2018 included:

- approval of the following:
  - Priorities, KPIs, measures and targets for assessing the University's performance in 2018
  - Annual Report for 2017
  - Contractual arrangements for Greater Curtin Stage One
  - 2019 Capital Program
  - Budget for 2019
  - KFls, financial risk and risk appetite/tolerances
  - Revised Constitution for the Audit, Risk and Compliance Committee and Internal Audit Mandate
  - Various honorary awards
  - Replacement of Statute No. 1 – Common Seal and Graduation Seal
  - Replacement of Statute No. 3 – Rules
  - Replacement of Statute No. 4 – Student Guild and new Student Guild Rules
  - Repeal of Statute No. 8 – Affiliation of University Colleges
  - Repeal of Statute No. 25 – Convocation of Curtin University of Technology, Alumni Advisory Board
  - Revised Student Guild Regulations
- 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 2017
  - Performance of the Curtin University Foundation in 2017
  - Revised Voluntary Code of Best Practice for the Governance of Australian Public Universities
  - Reconciliation Action Plan
  - Council Self-Evaluation
  - Academic Governance Review
  - Financial management
  - Investment Performance
  - Health, Safety and Emergency Management
  - Integrity and Standards
  - Application of the Common Seal
  - Compliance with the 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 2018 as part of Council's meeting program.

Strategic conversations and portfolio presentations included:

- 2018 Priorities and Key Performance Indicators, Measures and Targets
- Learning and the Student Experience
- Global Positioning
- Regional Engagement
- Business and Law
- Health Sciences
- Regional Strategy
- Business and Law

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

## REPORT ON OPERATIONS (CONTINUED)

### MEMBERS OF COUNCIL FOR 2018

Members appointed by Governor	Commenced	Terminated	Due to expire
Dr Andrew Crane BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2015	31/3/2018	
Ms Elisa Fear BCom (UWA) MBA (Cranfield) GAICD	1/4/2018	Current	31/3/2021
Mr Damian Gordon BBus (Curtin) FCA SF Fin MAICD	1/4/2018	Current	31/3/2021
Mr Alex Jones BSc (Melb) MBA (UNSW)	1/4/2015	31/3/2018	
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)	1/4/2016 1/4/2013 20/4/2010	Current 31/5/2016 31/3/2013	31/3/2019
Member who is the Vice-Chancellor	Commenced	Terminated	Due to expire
Professor Deborah Terry AO BA (ANU) PhD (ANU) FASSA FAPS	17/2/2014	Current	Ex-officio
Members elected by academic staff	Commenced	Terminated	Due to expire
Professor Glenda Scully BCom (Melb) MAcc (UWA) PhD (UWA) FCA	1/4/2016 1/4/2013	Current 31/3/2016	31/3/2019
Member elected by salaried (general) staff	Commenced	Terminated	Due to expire
Mr Andrew McLean BA(Hons)(Curtin) AFATEM GAICD	18/6/2016	Current	17/6/2019
Members elected by students	Commenced	Terminated	Due to expire
Ms Romana-Rea Begicevic (postgraduate)	1/4/2018	Current	31/3/2019
Mr Sebastian Davies-Slate (postgraduate)	13/4/2017	31/3/2018	
Ms Finlay Nolan (undergraduate)	1/4/2018	Current	31/3/2019
Mr Liam O'Neill (undergraduate)	13/4/2017 13/4/2016	31/3/2018 12/4/2017	

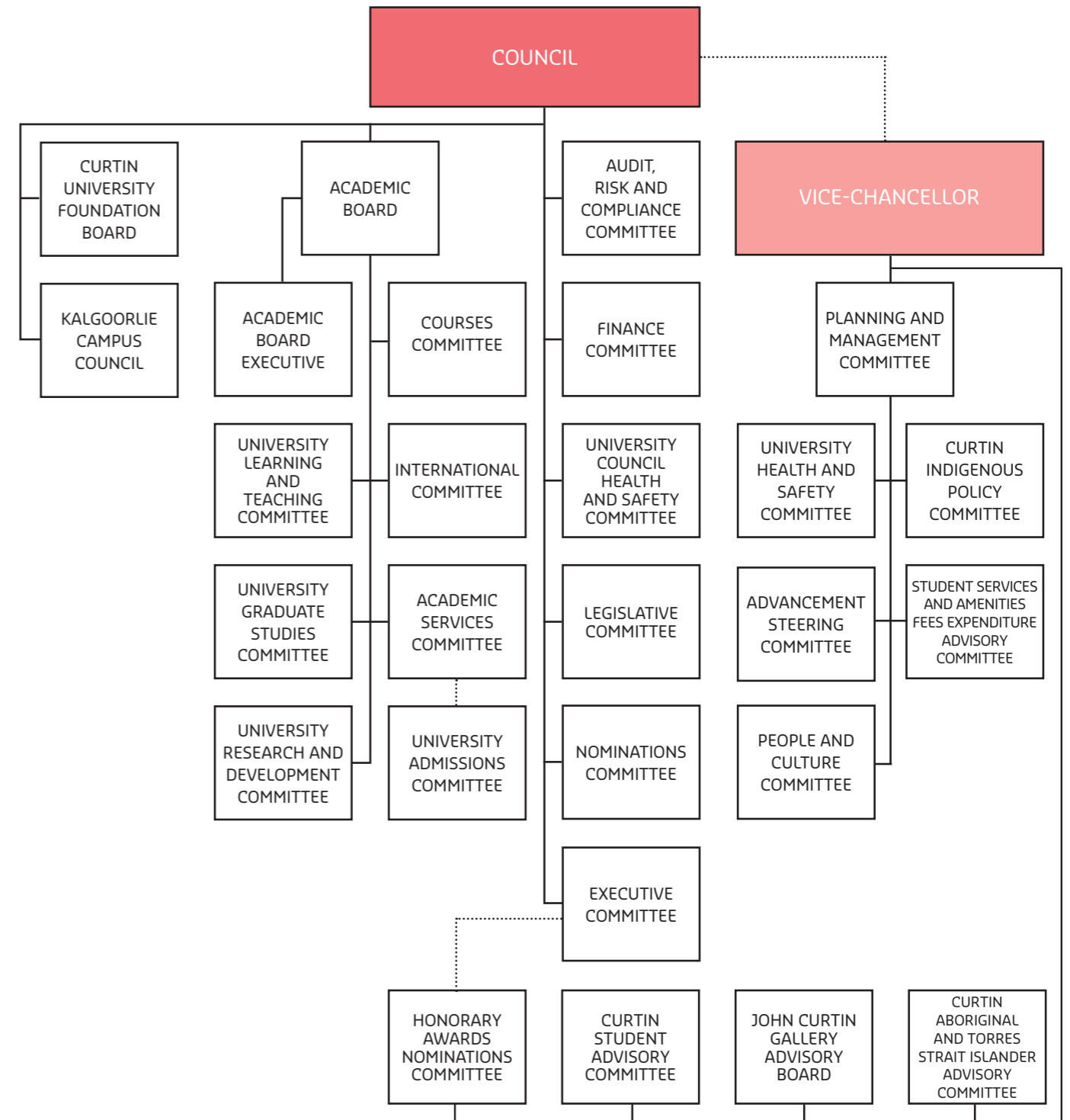
Co-opted Members	Commenced	Terminated	Due to expire
Dr Terry Agnew BE (Adel) MSc (UWA) MBA (UniSA) AMP (Harvard) HonDUniv (Curtin) FAICD FAIM SF Fin MAIE	1/1/2019	Current	31/12/2021
Dr Colin Beckett (Appointed Chancellor from 1/1/2013) MA (Cantab) HonDUniv (Curtin) MICE	1/1/2016 1/4/2013	31/12/2018 31/12/2015	
		Previously appointed by the Governor 19/10/2010 – 31/3/2013	
Dr Andrew Crane (Appointed Chancellor from 1/01/2019) BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2018	Current	31/3/2021
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	31/3/2018 31/3/2015 31/3/2012	
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	
Chairperson of the Academic Board	Commenced	Terminated	Due to expire
Professor Linley Lord DBA (Curtin) Postgrad Dip Bus (Human Resource Development) (Curtin) BSc (UWA)	1/4/2016 1/4/2014 1/4/2012	31/3/2018 31/3/2016 31/3/2014	
Professor Dale Pinto PhD (Melb) M Tax (Hons) (Sydney) CPA FTIA AFAIM FTMA MAICD	1/04/2018	Current	31/3/2020

## REPORT ON OPERATIONS (CONTINUED)



Urban design and transport sustainability expert Professor Peter Newman was named Scientist of the Year at the 2018 Western Australian Premier's Science Awards.

## GOVERNANCE STRUCTURE (AS AT 31 DECEMBER 2018)

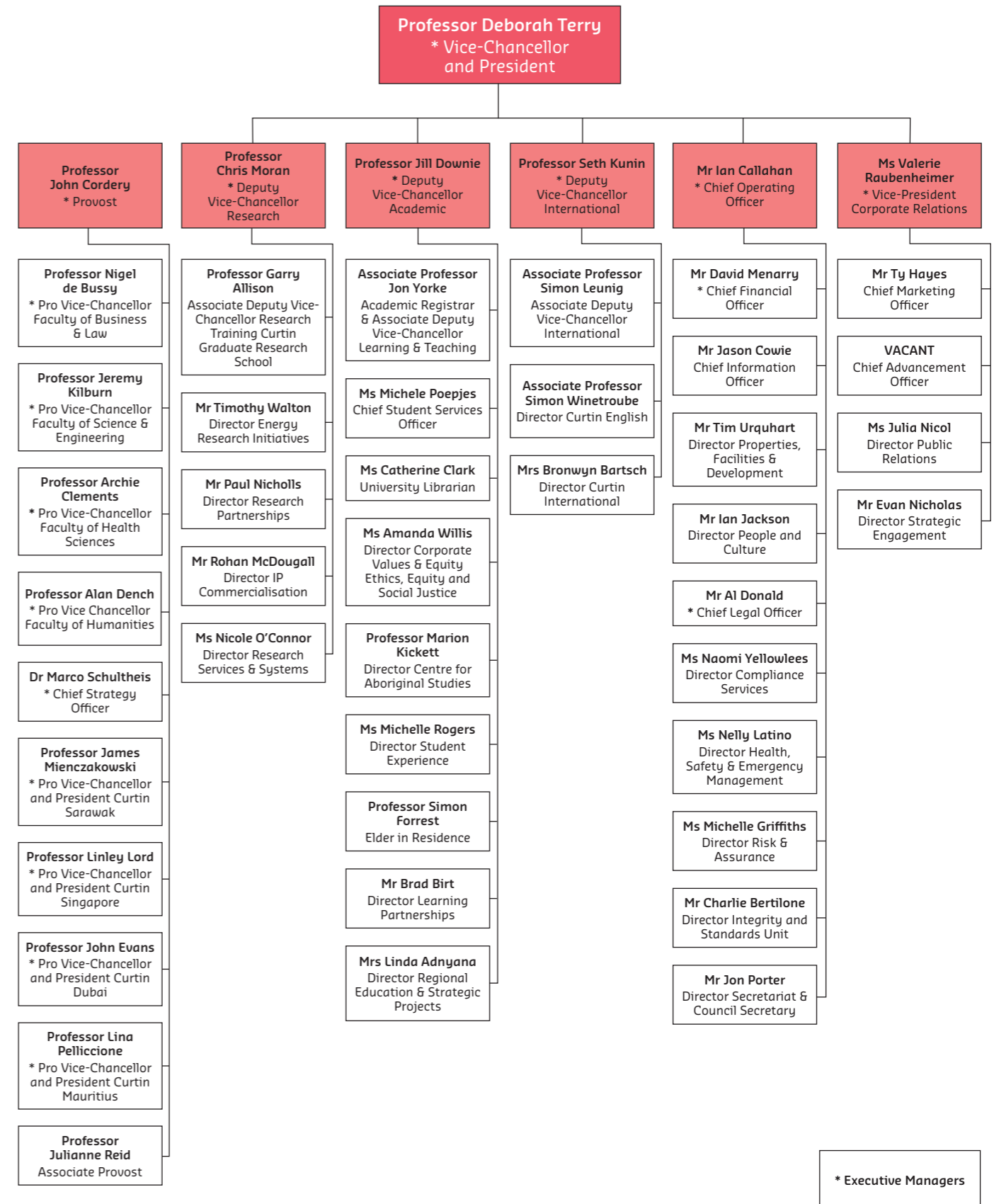


# REPORT ON OPERATIONS (CONTINUED)

## ADMINISTRATIVE STRUCTURE

Vice-Chancellor	Professor Deborah Terry
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
Pro Vice-Chancellor, Health Sciences	Professor Archie Clements (commenced April 2018) Professor Michael Berndt (ceased April 2018)
Pro Vice-Chancellor, Humanities	Professor Alan Dench
Pro Vice-Chancellor, Science and Engineering	Professor Jeremy Kilburn (commenced September 2018) Professor Andris Stelbovics (ceased July 2018)
Pro Vice-Chancellor & President, Curtin Sarawak	Professor James Mienczakowski
Pro Vice-Chancellor & President, Curtin Singapore	Professor Linley Lord (commenced April 2018) Professor Robert Evans (ceased March 2018)
Pro Vice-Chancellor & President, Curtin Mauritius	Professor Lina Pelliccione (commenced January 2019)
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Dr Marco Schultheis
Chief Legal Officer	Mr Alistair Donald (commenced October 2018)

## ORGANISATIONAL CHART



\* Executive Managers

## REPORT ON OPERATIONS (CONTINUED)

### STAFFING MATTERS

#### STAFF SUMMARY

The full time equivalent (FTE) of Academic, Professional and General Staff as at 31 March 2018 (excluding Hourly Paid/Casual Staff):

	Continuing/ permanent	Fixed term/ temporary	Total
<b>Academic staff</b>	872.40	507.60	1,380.00
<b>Professional &amp; General Staff</b>	1,408.60	439.60	1,848.20
<b>Total</b>	<b>2,281.00</b>	<b>947.20</b>	<b>3,228.20</b>

#### STAFFING POLICIES AND INITIATIVES

All policies and procedures were updated to reflect the introduction of the *Curtin University Academic, Professional and General Staff Agreement 2017 – 2021* (the Agreement) which came into operation in June.

A global mobility framework has been established to support the more efficient and effective movement of staff members between all Curtin campuses and partner organisations overseas.

The Family and Domestic Violence Procedures were updated to reflect the changes to the modern Awards providing for approval of leave without pay in such circumstances.

Academic Confirmation procedures were established to support the new terms of probation in the Agreement.

New faculty organisational structures were finalised to complete the Faculty Review which reduced 24 schools into 20 when implemented in January.

A new talent acquisition system was implemented to increase efficiencies and facilitate an improved hiring manager and candidate experience.

Improved system integration was progressed to enhance resource optimisation and efficiencies in the administration of casual academic payments.

#### PEOPLE AND CULTURE

The People and Culture Committee chaired by the Provost met on a regular basis throughout the year in order to monitor progress against the People and Culture enabling plan's objectives which include staff engagement, Aboriginal and Torres Strait Islander participation, gender equity and diversity and inclusion workforce strategies.

#### EMPLOYMENT RELATIONS

2018's focus was on embedding the changes within the new Agreement, utilising the improved flexibility available in workload allocation and applying simplified and more streamlined processes.

The introduction of a new Curtin Early Childcare Agreement was also supported this year by staff members employed in that area.

A separate Staff Agreement for Curtin Sport and Recreation aligned to the fitness industry was proposed however was not supported by staff members. Curtin Sport and Recreation staff therefore remain covered by the terms and conditions of the Curtin University Academic, Professional and General Staff Agreement 2012 – 2016.

### HEALTH, SAFETY AND EMERGENCY MANAGEMENT

#### 2018 REPORTABLE KEY PERFORMANCE INDICATORS

Measure	Actual results			Results against target	
	2016	2017	2018	Target	Comment on result
Number of fatalities	0	0	0	0	Meets target
* Lost time injury/disease incidence rate (LTIIR)	0.48	0.16	0.19	0 or 10% improvement	Meets target
** Lost time injury/disease severity rate (LTISR)	0	0	0	0 or 10% improvement	Meets target
*** Percentage of injured workers returned to work within:					
(i) 13 weeks	75%	100%	86%	Greater than or equal to 80%	Meets target
(ii) 26 weeks	100%	100%	100%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	73%	85%	83%	Greater than or equal to 80%	Meets target

Note: the performance reporting examines a 3 year trend and, as such, the comparison base year is to be 2 years prior to the reporting year (Public Sector Commissioner's Circular 2018-2).

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

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

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

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, University Council Health and Safety Committee and the overarching University Health and Safety Committee, with the aim to continually improve our safe work practices and processes.

Our increased focus on strategies to deliver long term sustainable performance in all areas, has resulted in Curtin meeting our 2018 targets. Lost Time Injury Incidence Rate (LTIIR) for 2018 has slightly increased to 0.19 but still records an improvement over 3 years. Our Return to Work within 13 and 26 weeks meets target of greater than 80% whilst management training in occupational safety, health and injury management responsibilities has improved over the past 3 years and also meets target of 80% or greater completion rates.

## REPORT ON OPERATIONS (CONTINUED)

Other key objectives achieved in 2018 included:

- Curtin awarded 'AS/NZS 4801 - Occupational Health and Safety Management Systems' Certification for its Australian operations, including teaching, research and non-academic business areas, and found to conform to the Safety Management System Standard. Curtin was certified by DNV-GL Business Assurance, a JAS-ANZ accredited provider.
- Worksafe Plan WA Gold Certification awarded to Curtin's Western Australian operations 'in recognition of its excellent management of safety and health in the workplace and contribution to the reduction of work related injury and disease'. Curtin was certified by Worksafe Western Australia.
- Launch of C.H.A.R.M 'Checklist and Inspections' Module. This forms part of the suite of online Health and Safety Management System modules available to staff and students at Curtin. This module is an intuitive web-based tool that enables completion of mandatory workplace inspections and other area/task specific checklists and assignment corrective actions for management review and approval. All corrective and preventative actions are automatically uploaded to the Curtin Risk Register and tracked for completion.
- Implementation of an Award and Recognition Program for Safety and Health Representatives and Incident Response Teams across our Australian campuses.

### PEOPLE WELLNESS

The University continues to promote and support the wellbeing of our people through the work of our People Wellness team. The team provides best practice management of work-related and non-compensable injuries to ensure timely and lasting return to work outcomes. Injury prevention remains the team's priority with the ongoing provision of specialist workplace access, ergonomic, manual handling, and fitness for work services and advice as required.

Notable achievements this year have included:

- the formation of a Wellbeing Community of Practice to bring together University support services and leverage student and staff wellbeing offerings.
- a partnership with our Future of Work Institute to assess Curtin's mental health support services and build a 2019 mental health and wellbeing strategy.
- a review of our Employee Assistance Program model, for implementation in February 2019.
- 45 student placements and 281 ergonomic assessments throughout the year, which saw our student ergonomic assessment partnership win the 2018 Vice-Chancellor's professional staff award for team collaboration.

### SIGNIFICANT ISSUES AND TRENDS

#### EFFECT OF ECONOMIC AND OTHER FACTORS IN 2018

Uncertainty continues regarding the regulatory environment for the Australian higher education sector. Late 2017 saw the Federal Government introduce changes to funding arrangements for domestic students through their Mid-Year Economic Forecast. The announcement significantly impacted Commonwealth funded bachelor places through the introduction of a maximum funding envelope and a reduction of allocations for Commonwealth supported postgraduate programs. These measures formed part of the government's agenda to improve the sustainability of the higher education sector, however the constrained financial environment presents a challenge for the sector in relation to strategic and resource planning.

Despite the reduction in Commonwealth funding, Curtin has continued to maintain a strong domestic market position. Curtin is ranked number one among Western Australian public universities for graduate outcomes and employer satisfaction and received a five star rating for Skills Development, Learner Engagement, Teaching Quality and Overall Experience in the Good Universities Guide. The University has grown its market share of Western Australian first preference applicants through the Tertiary Institutions Service Centre (TISC) to 51 per cent and the University continues to attract an increasing number of high ATAR students.

International demand for Australian higher education has continued to be strong. However demand in Western Australia has not been equivalent to national levels. Changes to the Skilled Migration Policy at a state level, less favourable state economic and labour market conditions and strong investment by other states to attract students have impacted Western Australia's competitiveness. In response, the Western Australian Government has launched a new international education strategy, in collaboration with StudyPerth, to boost international student numbers. This includes an updated Graduate Occupation List that offers a skilled migration pathway for eligible international Western Australian university graduates. Curtin has also been impacted by the downturn in international students in the state, however strategies have been developed to mitigate the decline.

Curtin's offshore campus developments saw the successful launch of Curtin Mauritius and the commencement of engineering at Curtin Dubai. Significant funds from the Government of Sarawak have been awarded to Curtin Malaysia for capital development, and the inaugural ASEAN Lecture was held to celebrate Curtin Singapore's 10th anniversary. Furthermore, student mobility projects have attracted \$2.1 million of New Colombo Plan funding for 2019-2021.

Faced with challenging domestic and international student markets, Curtin has maintained its competitive position and continues to focus on diversifying its revenue streams to maintain a more sustainable base of funding.

Government expenditure on research and development declined since the previous fiscal year. An inquiry into the efficiency, effectiveness and coherency of Federal Government funding for research was undertaken early in 2018. Key recommendations from the inquiry included reducing administrative burden and streamlining grant funding processes along with providing targeted support for early and mid-career researchers. The government also implemented a national interest test to ensure Australian Research Council (ARC) grants are disbursed to projects that demonstrate economic, commercial, environmental, social or cultural benefits to the Australian community. Notwithstanding a number of federal policy changes, Curtin's research performance in 2018 was excellent.

Curtin continued its success rates and funding outcomes under the National Health and Medical Research Council and the ARC National Competitive Grants Program (NCGP). In 2018 the University received grants totalling \$20.3 million from the NCGP. In addition, six Curtin researchers were named in Clarivate Analytics' annual Highly Cited Researcher List for 2018. The list recognises influential researchers who are making a significant impact in their research fields and is testament to the calibre of research being undertaken at Curtin.

In response to the Federal Government's focus on knowledge transfer and application, Curtin has increased the scale of industry-funded projects. In 2018 Curtin received \$3.9 million to lead the ARC Training Centre for Transforming Maintenance through Data Science, established with Alcoa, BHP and Roy Hill, and \$1.3 million for Discovery Indigenous project on Strengthening Aboriginal children's wellbeing. Other industry collaborations include MinEx, Digital Health and Fight Food Waste Cooperative Research Centres and Optus support for the Centre of Excellence in Artificial Intelligence.

The global higher education market continues to present a very competitive environment. 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 internationally renowned institutions. Curtin improved its global ranking in six out of the eight major ranking systems, including all three that incorporate reputational surveys. Curtin is also positioned ninth in Australia in five of these league tables. Notably, Curtin remains the only non-Group of Eight university to be ranked in the top 200 universities globally on the prestigious Academic Ranking of World Universities.

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 is among the world's top 50 institutions for geology, nursing, civil engineering, earth and marine sciences, hospitality and tourism management and chemical engineering.

Despite some challenges, the University has maintained a strong competitive position in the market and 2018 was a very successful year for Curtin in terms of its global positioning, growth in domestic market share and research performance.

### CHANGES TO THE LEGAL ENVIRONMENT AFFECTING THE UNIVERSITY IN 2018

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

#### COMMONWEALTH LEGISLATION

##### *The Modern Slavery Act 2018 (Cth)*

The Modern Slavery Act requires reporting entities to make annual public reports (Modern Slavery Statements) on their actions to address modern slavery risks in their operations and supply chains. The objective of the Modern Slavery Act is to assist the business community in Australia to take proactive and effective actions to address modern slavery in order to mitigate the risk of modern slavery practices occurring in the supply chains of goods and services in the Australian market.

##### *Privacy Amendment (Notifiable Data Breaches) Act 2017 No.12 (Cth)*

The Privacy Amendment (Notifiable Data Breaches) Act 2017 requires notification to affected individuals and the regulator when security incidences compromise information of a certain kind. The University has to comply with s26WB and s26WE of the Privacy Amendment (Notifiable Data Breaches) Act 2017 (Cth). All other data breaches are assessed for voluntary reporting.

#### WESTERN AUSTRALIAN LEGISLATION

##### *Pay-Roll Tax Amendment (Debt and Deficit Remediation) Act 2017 (WA)*

The Act provides that employers who pay in excess of \$100 million in wages would be subject to a progressive payroll tax rate scale, which would operate on the basis that the rate of payroll tax progressively increases as the employer's wages increase. This Act is applicable to the University.

##### *Occupational Safety and Health Amendment Act 2018 (WA)*

The Occupational Safety and Health Amendment Act 2018 (WA) increased penalties for a range of offences within the Occupational Safety and Health Act 1984 (WA). These changes aimed to bring WA more in line with other jurisdictions in Australia and ensure that penalties better reflect the importance of a safe workplace. The maximum penalties for body corporate previously ranged from \$50,000 to \$625,000 and now they range from \$450,000 to \$3,500,000.

#### OTHER LEGISLATION

##### *European Union's General Data Protection Regulation (GDPR)*

To the extent that Curtin is subject to the GDPR, or voluntarily elects to comply with the GDPR, the changes required to its existing privacy management policies and procedures are minimal. The Vice Chancellor approved a small number of changes to the privacy management framework including updating the Privacy Statement to reference the EU GDPR.

## REPORT ON OPERATIONS (CONTINUED)

### OTHER DISCLOSURES AND LEGAL REQUIREMENTS

#### ACT OF GRACE PAYMENTS

In 2018, 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 2018 the following costs were recorded against these items:

	Amount \$ (excl GST)
<b>Advertising Agencies</b>	<b>930,263</b>
Campaign	-
Non-campaign	930,263
<b>Market research organisations</b>	<b>60,226</b>
<b>Media advertising organisations</b>	<b>1,864,518</b>
<b>Grand Total</b>	<b>2,855,007</b>

#### CAPITAL WORKS

##### Projects Completed in 2018

###### 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.
- Handover to the Perth Transport Authority to commence operations will take place in February 2019. The project suffered as a result of the principal contractor, Cooper and Oxley, entering voluntary administration during 2018, however it is forecast to be delivered within a 5 per cent overrun of 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 Art and Design, 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 was completed in March 2018 and for a total project cost of \$4.2 million.

#### General refurbishments

- In 2018 a wide variety of refurbishment programs were undertaken including a number of access and inclusion projects, for example, B102 concourse, B104 Levels 1 and 2, B305 balustrade, B311 and B314 external works, B401 Level 1 and B609 Level 1.
- Examples of some of the key minor refurbishment projects delivered include: CAT 6 telecommunications upgrades across campus, B001A&B, B407, B314, B312 and B211- Learning Space Refresh Stage 2, B208 TV Studio refurbishment, BP01 Curtin Graduate School of Business Library mechanical upgrade, B103 Think space, B111 upgrade for graduations within the stadium, B209 L2 PVC office and boardroom refresh, B206 room 238 HS&EM upgrades, B216 L2 CIC additional office space, B114 Rotary House and B309 ACM removal.

##### Projects commenced or under construction in 2018

###### 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 as a whole.
- A construction contract was awarded at the end of 2017 with the construction completion date forecast for quarter three in 2019 with occupancy to occur thereafter. The total project cost is estimated at \$22 million and within the funding provided by the state.

###### School of Design and Art 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.

###### Building 311 PC2 Super-Laboratory pilot

- 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.
- Construction commenced in late 2018 for completion in quarter three 2019 and within the funding provision of \$11.5 million.

##### Projects forecast to commence construction in 2019

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

- 2018 saw the final negotiation process undertaken with the selected private sector consortia to finance, deliver and operate Stage One. Following Council approval in December 2018 to enter into agreements with the proposed project company, Curtin is expected to be in a position to execute the principal agreements in February 2019, with construction commencing thereafter.
- With an end capital value at circa \$400 million, the scope includes student accommodation, short-stay accommodation (hotel), apartments, academic and industry partner space, retail, other supporting amenity and infrastructure.

###### Building 105 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 in the second half of 2019 with a funding provision of \$60 million. Timing for Stage Two is to be determined.

###### Building 611 repurposing

- This is a consolidation of a number of projects for the Faculty of Science and Engineering related to buildings 611, 613 and 614.
- It will avoid the need to build a new building by co-locating research activities, provide a centralised dangerous goods store for Tech Park, repurpose non-utilised space, resolve current non-compliance issues and improve building running costs and sharing of equipment. Construction is due to commence in early 2019 within a funding provision of \$8.4 million..



The new Curtin Bus Interchange will commence operation early in 2019.



## 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 2018 is as follows:

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2018 financial year <sup>1</sup>
Chancellor	Dr Colin Beckett	Annual	12 months	\$80,000.00
Council Member (Student)	Ms Romana-Rea Begicevic	Annual	9 months	\$3,750.00
Council Member (Committee member)	Dr Andrew Crane	Annual	12 months	\$21,684.00 <sup>2</sup>
Council Member (Student)	Mr Sabastian Davies-Slate	Annual	3 months	\$1,250.00
Committee Member (Staff member)	Prof Paul Fairall	No entitlement	12 months	Zero
Council Member (Committee member)	Ms Elisa Fear	Annual	9 months	\$15,000.00
Committee Member (Co-opted)	Ms Beth Gordon	\$2000.00 per meeting	12 months	\$16,000.00
Committee Member (Co-opted)	Mr Damian Gordon	\$2000.00 per meeting	3 months	\$4,000.00
Council Member (Committee member)	Mr Damian Gordon	Annual	9 months	\$15,000.00
Council Member (Council member)	Dr Vanessa Guthrie	Annual	1 month, 14 days	\$1,875.00
Council Member (Committee member)	Dr Vanessa Guthrie	Annual	1 month, 14 days	\$2,500.00
Council Member (Committee Chair)	Dr Vanessa Guthrie	Annual	9 months	\$26,250.00
Council Member (Committee member)	Mr Alex Jones	Annual	3 months	\$5000.00
Council Member (Committee member)	Mr Michael Lishman	Annual	3 months	\$10,000.00 <sup>3</sup>
Council Member (Council member)	Mr Michael Lishman	Annual	9 months	\$11,250.00
Council Member (Staff member)	Prof Linley Lord	No entitlement	3 months	Zero
Council Member (Staff member)	Mr Andrew McLean	No entitlement	12 months	Zero
Council Member (Student)	Ms Finlay Nolan	Annual	8 months	\$2,074.18
Council Member (Student)	Ms Finlay Nolan	No entitlement	1 month	Zero
Council Member (Student)	Mr Liam O'Neill	Annual	3 months	Zero
Council Member (Staff member)	Prof Dale Pinto	No entitlement	9 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	\$2000.00 per meeting	12 months	\$10,000.00
Council Member (Vice-Chancellor)	Prof Deborah Terry	No entitlement	12 months	Zero
Council Member (Committee Chair)	Mr Gene Tilbrook	Annual	3 months	\$8,750.00
Committee Member (Co-opted)	Mr Gene Tilbrook	\$1000.00 per meeting	9 months	\$10,000.00
Council Member (Pro Chancellor)	Ms Sue Wilson	Annual	12 months	\$40,000.00

<sup>1</sup> Includes sacrificed remuneration made as a donation to the Curtin University Foundation or payment made to a superannuation fund

<sup>2</sup> Includes remuneration payment for 1 December 2017 – 31 December 2017 as a member of the Executive Committee

<sup>3</sup> Includes final 2017 quarterly remuneration payment as a member of the Executive Committee

### DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

An indemnity agreement has been entered into between the University and specific directors and officers. 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 2018 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

Throughout 2018 the following progress has been 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 Associate Director, Digital Student Experience was engaged to establish accessibility of ApplyNow eApps for student admissions and onboarding processes which are currently under review. Links have been established with Curtin's Student Retention Operational Plan to embed inclusive design and accessibility as 'best practice'. Curtin Annual Student Satisfaction data was reviewed by demographics groups (disability) to check for any issues related to this work.

The Accessible Events Checklist was reviewed, and will continue to be promulgated enterprise-wide with particular attention paid to faculties in order to increase awareness of the current DAIP.

Curtin's Accessible Information Policy was reviewed and updated as the Accessible Information Procedures, due for next review in 2021. A communication plan for these procedures is being developed for implementation in the next reporting period as per Curtin's planned DAIP timelines.

The Universal Design Working Group structure was reviewed and updated, and the Universal Design website established. Universal Design Guidelines for services and teaching programs are to be developed for delivery in the next reporting period as per Curtin's DAIP timelines. Embedding of Universal Design Guidelines for learning and teaching programs in Work Planning and Performance Review are also to be developed in the next reporting period.

The Fieldwork Policy and Procedures and Fieldwork Manual were updated to include processes that accommodate placement of students with disability.

A template is currently being developed with heads of schools to identify the 'inherent requirements' to ensure successful course completion. This includes students being able to successfully access and complete assessments, including lab-based assessments and clinical placements with external providers. This information will be embedded into 2020 Admissions processes at various stages – ApplyNow and Enrol Now, with further exploration being undertaken in relation to TISC processes, to enable students to make an informed choice as to whether or not they wish to enrol in a course.

Discussion with the Equal Opportunity Commissioner (WA) took place, regarding need for communication with accreditation/registration bodies about accessibility in relation to registration requirements including development of restricted registration options.

The DAIP has been 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. Curtin is currently engaged in identifying relevant contacts for each offshore campus and our 'non negotiables' for accessibility as this may impact on staff/student mobility opportunities. Legal and compliance obligations and considerations for different international jurisdictions are being reviewed.

Curtin Access Plans (CAPs), which enable students to access reasonable adjustments to assist them in their course requirements online, have been made more accessible to unit and course coordinators. CAP information is now included in staff education sessions and an updated Disability Services website has been completed in response to individual staff and faculty requests. Scoping has commenced with relevant stakeholders around automated CAP distribution, for implementation in the next DAIP reporting period.

The Curtin Specialist Mentoring Program was further developed for students on the autism spectrum and now promotes employment, work experience, internships and scholarship opportunities with industry partners.

The Universal Design Working Group's membership includes student representation via the Student Guild, so that students are engaged in improving Curtin's access and inclusion.

Planning began on a communication strategy to share achievements and progress towards universal design across social media, Curtin Weekly, Yammer, etc, as initiatives are implemented.

## REPORT ON OPERATIONS (CONTINUED)

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

As there is no role for Properties and Facilities Management on Curtin's non-Australian campuses, Curtin is in the process of seeking advice regarding business arrangements under international jurisdiction in view of the One Curtin approach to delivery of education. This continues to be a work in progress and is currently being embedded into a revised project governance framework.

Universal design has been considered and incorporated in the development of the Wayfinding Strategy for Curtin (published end 2017), and was tested against internal projects (capital and non-capital), and an external development project in 2018. Vendors were asked to submit an EOI to develop a digital wayfinding tool for the Bentley campus, with accessibility identified as a key requirement.

Under the 'Improving access options' component of Curtin's Transport Plan, a cycling/pedestrian network audit was completed, which adheres to Curtin's Universal Design Guidelines. Data from the cycling/pedestrian network audit is being used to assist in developing our current works program which includes:

- a cycling and pedestrian network improvement project
- a review of ACROD bays, including the Threshold Project, which aims to improve ACROD bay users' experience of the campus, by considering better connectivity to buildings and end-of-trip facilities
- a pedestrian crossing safety program across the campus and surrounding areas (i.e. Kent Street signalised crossing, completed in June 2018).

A review of the TEFMA accessibility rating has been completed. A tool to measure accessibility for multiple purposes including space management and benchmarking began, with a trial expected by mid-2019.

A workflow was drafted to share changes to learning space attributes between Archibus, Sharepoint and Syllabus Plus.

Regular review of projects on the capital database helps to identify those that should be responding to the Universal Design Guidelines, including development of the new Midland campus, current Threshold Project and the library refurbishment.

The AccessAbility Advisor (Staff), was engaged as a 'technical stakeholder', to meet wider access and inclusion objectives within the capital works program.

The Access and Inclusion works program (AIP) is included in the capital program budget for 2018-19 with over \$400,000 allocated for works to improve access and inclusion. The work of the AIP is informed by stakeholder feedback. Examples of work include a review of toilets and self-opening doors across the campus to identify and prioritise upgrades.

Emergency Egress – Evacuation Guidelines for People with Disability were developed and launched in February 2018 following approval by the Emergency Management Committee.

### 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

Cornerstone platform accessibility and future platform requirements are being considered prior to the issuing of contracts for the next platform which includes compatibility with JAWS (screen reading software) for online training delivery.

The Web Content Accessibility Guidelines (WCAG) 2.1 became the W3C recommendation in June 2018, incorporating all previous criteria plus 28 additional 'success criteria'. Curtin is currently in the process of building templates to ensure our websites meet minimum standards, referencing the Web Accessibility Initiative and Accessibility Guidelines Working Group information available online.

All University Marketing websites currently meet WCAG 2.0 (AA) standards. To ensure full compliance across the University we are seeking to implement intelligent automation of assurance activities in the form of a web monitoring tool suite, with one of the core functionalities being to provide daily reports and details on accessibility. This involves regular testing of the Curtin domain 'curtin.edu.au' to assess accessibility status, provide recommendations to resolve issues highlighted, and continuously track and monitor the web compliance progress.

To support accessibility of corporate applications for people with disability, Curtin Information Technology Services (CITS) ensures appropriate vendor contracts include a Special Condition DAIP clause, and vendors are aware of the reporting requirement and their responsibilities to act in accordance with Curtin's DAIP.

Student communications regarding the DAIP key objectives, including accessible information guidelines, were developed and continue to be rolled out across the University to students.

A working party has been examining the development of UD guidelines for teaching staff to embed these principles into the delivery of course materials. A pilot study to evaluate use of the Echo360ALP (Active Learning Platform) using voice recognition software captioning of course content was endorsed by the Universal Design Working Party in May, and presented to Academic Services Committee in June, with approval obtained to proceed in 2019 for students currently enrolled in units who have hearing impairment. A pre-pilot trial is currently underway for OUA course content being delivered through the School of Media, Creative Arts and Social Inquiry.

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

Discussions continued with People Capability on wording and placement to embed the appropriate level of responsibility for all academic and professional staff.

Evaluation of the gaps in training and blended training platforms continued. Discussion with FLECS – Blackboard took place to ensure consistency with staff and student training, and it is noted that FLECS-Blackboard is currently not accessible to JAWS users. Further development requires joint action between schools and People and Culture.

Online Equal Opportunity (EO) and "EO Lite" training is mandatory for all staff refreshed every 2 years. Inclusive Practice training comprising an online and a face to face module covering Intersectionality, Unconscious Bias and Privilege has been developed and is being implemented.

As part of the Athena Swan Project, a review of language used within policies has been extended to include disability and inclusion practices.

The staff online Disability Awareness module content was completed, to be made available to staff via the iPerform platform in 2019.

Autism support was introduced to the Kalgoorlie Campus by the Curtin Autism Research Group. Some staff have been trained in Mental Health First Aid.

People Capability began development on a staff/leadership capabilities framework.

The rebranding of Disability Advisor roles to "AccessAbility Advisors" began. The intent is to reduce perceived focus on disability in terms of 'deficit' and place emphasis on individual capability in the work and study environments. Two Counselling and Disability Services staff are based part time in the Centre for Aboriginal Studies.

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

A review has established that schools across the University have a range of systems to support staff and student feedback, via:

- establishment of a Student Council
- openly encouraging students to provide feedback to unit and course coordinators (online and face to face) throughout their course
- school meetings and separate academic and professional staff meetings
- comprehensive course reviews and external school reviews which involve gathering stakeholder feedback
- an open and respectful culture which encourages honest and frank discourse.

The University is now considering development of a consistent approach for implementation across all faculties and schools.

Curtin's online portal is a ready access point in which all members of the University's community are able to lodge feedback on aspects of Integrity and Standards Unit (ISU) operations, including complaints management. The portal was promoted to staff via quarterly newsletters on the ISU website and communicated through Curtin Weekly, Yammer and various training workshops for staff. A flyer was developed and distributed via Student Guild, People and Culture and Counselling Services.

Formal communication to specifically target students with disability were promoted through the Disability Services newsletter, and updates were provided via Twitter and Curtin University's Facebook pages.

Internal surveys and quarterly random audits were implemented in 2018 to ensure the complaint handling process is robust, and that managers are conducting themselves in accordance with the guidelines.

Targeted direct consultation with executive management and other relevant stakeholders took place each quarter. Feedback on access/inclusion matters has been given to the Universal Design Working Party, which has oversight of the operational implementation of Curtin's DAIP.

The ISU maintains its website that articulates the complaint handling process, management of conflicts of interest, and provides contemporary and accurate information.

### Outcome 6: People with disabilities will have the same opportunities as other people to participate in any public consultation by Curtin

Curtin's Accessible Information Policy has been reviewed and updated as the Accessible Information Procedures, due for next review in 2021. The University recognises that its information should be available in formats that will enable universal access to students, staff and the wider community. All original information is prepared and provided in accordance with existing Curtin guidelines and universal design principles. Information is made available in more than one format wherever possible upon request.

Draft guidelines for accessible consultation are under review by Curtin.

## REPORT ON OPERATIONS (CONTINUED)

### Outcome 7: People with disabilities will have the same opportunities as other people to participate in employment at Curtin

People Capability commenced exploring career development opportunities for Diversity and Equity target groups, including people with disability. Leadership capability is being developed across the organisation, with a focus on compliance/onboarding and induction to reflect Curtin’s values, signature behaviours and strategic plans.

A project was delivered in 2018 to support disclosure of disability in the workplace. Changes to website content were completed and online training will be rolled out in 2019 regarding disability awareness. Reasons for seeking disclosure have been articulated in Employee Kiosk including emergency management and personal emergency evacuation plan development. Learnings from this project will be applied to inform disclosure activities for other diversity groups across Curtin.

Curtin’s ‘Remote Work Guide’ was approved and released late 2017, which emphasises the importance of open dialogue between supervisors and staff regarding the ongoing appropriateness of working remotely, and includes useful information and tips on IT access and connectivity, information storage and security, health and safety, wellbeing and connectedness with the workplace when working interstate, overseas, off campus or from home.

The University Staff Agreement 2017 – 2021 provides a range of flexible work options supported by the University in line with operational requirements. Staff and line managers may consult a range of flexible work options including flexitime, annualised hours, job sharing, working from home or offsite, deferred salary schemes and purchased leave arrangements. These arrangements are accessed at all levels and employment types and provide a wide range of options for staff throughout their work lifecycle. Other arrangements may be arrived at that are tailored to an employees’ particular requirements.

### ENVIRONMENTAL SUSTAINABILITY

2018 saw the launch of the new Properties, Facilities & Development Sustainability website, which celebrates Curtin’s commitment to sustainability through the actions of teams across the campus. The website was designed as a platform for sustainability reporting and engagement with students, staff and the community.

Key initiatives delivered in 2018 include:

- an update of the Environmental Sustainability Policy, cementing Curtin’s commitment to continued development while minimising our environmental impact
- improved utilities management with the launch of the Living Campus platform
- the launch of the new Creative Quarter Bike Hub, which provides high quality and secure end-of-trip facilities to students and staff
- installation of Duo Bigbelly Solar Compactors at key points on campus, reducing waste collection requirements
- installation of solar benches around campus, allowing students to rest and recharge their phones

implementation of the Living Knowledge Stream Guidelines, linking the Curtin community to the cultural heritage of our Campus and increasing native habitat.

### Transport

A key project in the Integrated Transport Management Plan, the Creative Quarter precinct was officially opened in 2018, featuring communal seating areas, an all-weather canopy, games court with basketball tree, lawn area and timber decking, as well as a fully secure bike hub and end-of-trip facilities, providing bicycle storage for approximately 200 bikes, more than 100 lockers and Curtin’s first universal access self-contained shower and change facilities.

### Biodiversity

Finalised in late 2017, execution of Living Knowledge Stream Guidelines has continued, bringing to life the major green infrastructure and Indigenous cultural trail network within the Bentley Campus. The Living Stream guidelines link the Curtin community to the cultural heritage of the site through use of native planting, stormwater management, art and educational installations, with a focus on biodiversity and water sensitive urban design.

Implementation of the Curtin University Urban Forest Action Plan 2014-2020 and Black Cockatoo Action Plan 2016-2018 continues. In 2018, 1,700 natives, including 100 trees, were planted across the Bentley Campus and Technology Park. 2018 also saw the first use of contractual bonding of trees on campus, giving them a tangible value and increased consideration in major capital projects.

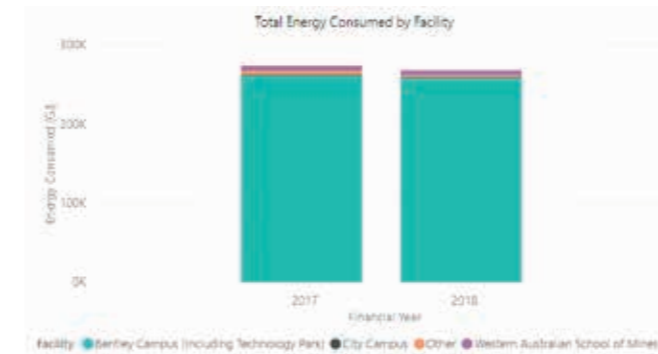
### Utility Management

Curtin is continually pursuing sustainable building practices and energy optimisation initiatives to reduce and shift power consumption. Since 2014, these initiatives have had a considerable impact on energy use – demand has been reduced by approximately 20 per cent despite site growth of approximately 3,500 square metres each year.

Curtin’s new online platform, Living Campus, now provides the opportunity to centralise and visualise energy usage data. The platform connects more than a thousand meters around the Bentley Campus to display real-time energy usage, and provide educational resources to students, staff and the community.

The data from Living Campus will help us monitor, understand and manage energy usage in a more sophisticated manner, allowing Curtin to illustrate the benefits of energy saving initiatives and improve strategic planning.

Total energy consumption\* in the 2017/18 financial year\*\* was 268,269 gigajoules, down from 273,412 gigajoules in 2016/17. Greenhouse gas emissions also dropped from 40,225t CO<sub>2</sub>-e to 39,176 t CO<sub>2</sub>-e in 2017/18.



### Operational Waste

The University has targeted recycling processes in place for co-mingled drink containers, paper, cardboard, wood, metal, polystyrene, batteries, globes and printer toners, as well as programs for recycling furniture no longer required by the University and e-waste from operations, staff and students. In the 2017/18 financial year\*\* approximately 28 per cent of operational waste generated on-site was diverted from landfill. The University is working on initiatives to improve its recycling outcomes.

Improvements in operational waste in 2018 include the installation of a number of Duo Bigbelly Solar Compactors across campus, with more planned for 2019. The bins incorporate a solar powered, wireless and integrated system that automatically compacts rubbish, increasing the capacity from 120L to 600L, which notifies the Waste & Recycling staff when they are nearly full and ready for collection. This results in substantial reductions in routine collections and additional recycling opportunities.

### Green Star - Communities

Curtin University was awarded Australia’s first 5-Star Green Star Communities certification in 2015 for the Greater Curtin Master Plan. The 5-Star rating, which equates to ‘Australian Excellence’ was earned after the University Master Plan was assessed against benchmarks for governance and innovation, design excellence, environmental sustainability, economic prosperity and liveability.

Preparation works have begun for recertification in 2020, with projects being undertaken across the University.

\* All energy values are for Curtin University operations in Western Australia only  
 \*\* Calendar year data is not available due to timing of the Annual Report, and so Financial Year data has been used.

## REPORT ON OPERATIONS (CONTINUED)

### MARKETING ACTIVITIES

Marketing effort was again heavily geared toward global positioning and international student recruitment in 2018, in response to a prolonged decline in international student numbers that has affected the entire Western Australian sector.

The increased international focus, together with reduced Commonwealth funding to universities, brought about significant transformation of the University Marketing portfolio in 2018. Following a restructure, the team reflects a general shift in priority away from the domestic student market, toward the international market, while still targeting high-value domestic segments such as high-ATAR domestic school leavers and prospective postgraduates. The structure also supports increased digital marketing, user experience design and analytics, to improve the user journey, better inform marketing strategy and maximise return on investment.

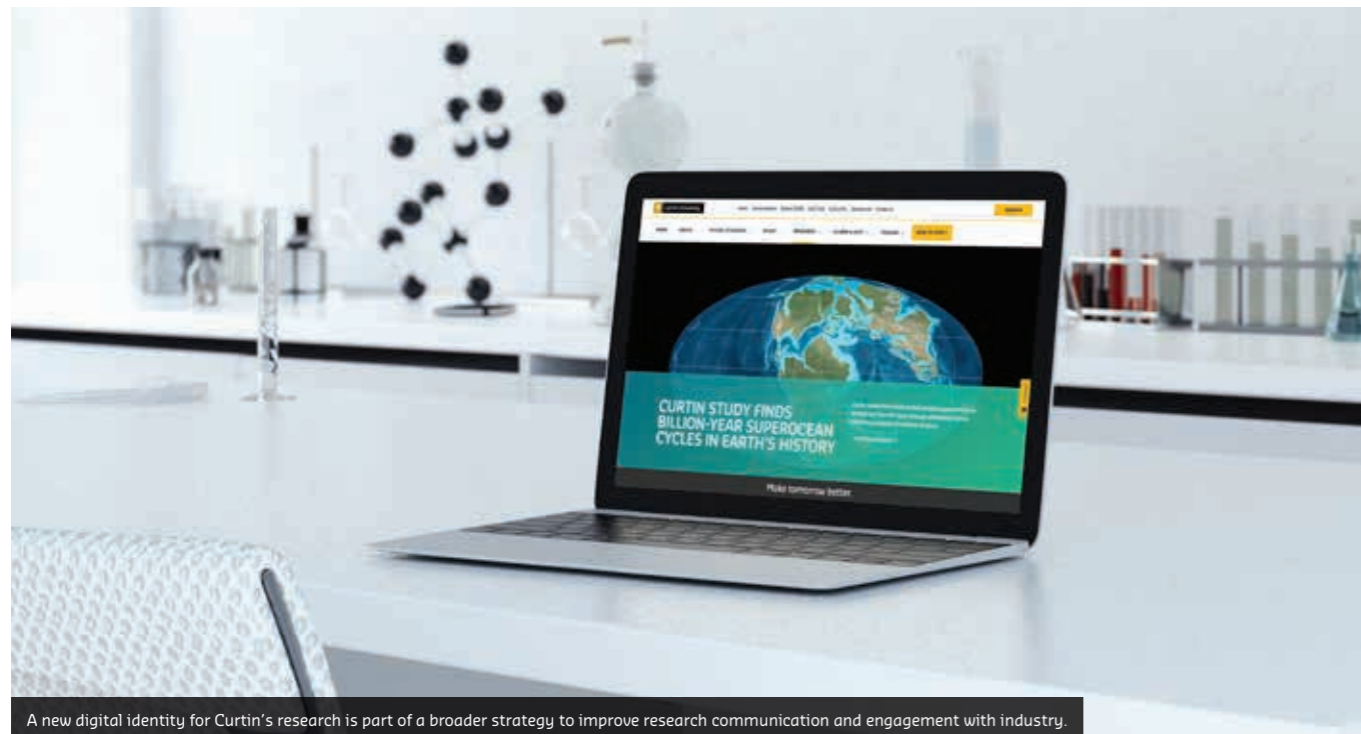
Integration of University Marketing with Curtin International was also strengthened, resulting in a significant increase in digital marketing initiatives aimed at the international student market. A lead nurture campaign was launched to help guide international prospective students from the early stages of interest through to enquiry and application. A dedicated China microsite and social media platforms were also established.

These and other international advertising and recruitment strategies resulted in an 18 per cent increase in enquiries from international prospective students. Domestically, Curtin's undergraduate market share was also positive, despite the reduced spend on that sector, with 53 per cent of WA's undergraduate applicants nominating a Curtin course as their first preference for the December round of offers.

University Marketing, Curtin IT Services and the Research Office launched a new-look 'research.curtin.edu.au' website in February, to improve our ability to profile and promote Curtin's research capability. A new paid social media strategy for research news was also developed and implemented, to help amplify Curtin's research news, events and achievements to a national audience. The results saw a dramatic increase in readership compared to unpaid social media activity, from around 10,000 readers per quarter to more than 40,000. Work is continuing, to ensure the increased readership is translated to increased engagement with the University.

In June, at the conclusion of an extensive selection process, University Marketing appointed new digital media and creative partners. Analogfolk was selected as Curtin's full-service creative agency, and Global Rev Gen won the contract for media planning and buying. Both agencies operate from locations across the globe and are well placed to support Curtin's positioning as a global university. They replaced Marketforce and OMD WA respectively, who worked with Curtin over the previous five years.

In July, the website 'study.curtin.edu.au' was launched, bringing together information about all Curtin units, courses and MOOCs into a single interface for prospective students. The platform amalgamates content from three sources: Akari (curriculum data), Student One (study mode, availability and fees) and the Learning Offering Utility (marketing content), providing a seamless, comprehensive catalogue of Curtin's offerings. The project was part of the Digital Futures program of technology-related projects and represents the first major overhaul of Curtin's online course catalogue since 2008. Refinement will be ongoing.



A new digital identity for Curtin's research is part of a broader strategy to improve research communication and engagement with industry.

### 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 2018 Curtin launched its Elevate Reconciliation Action Plan (RAP) 2018-2020. This is the highest level in the RAP framework and recognises Curtin's ongoing commitment and contribution to reconciliation since becoming the first university in Australia to adopt this important blueprint for social change in 2008.

Through our RAP journey to date we have been able to:

- actively 'indigenise' our curriculum, helping our students to better understand how the wrongs of the past impact on Aboriginal people today
- deepen cultural understanding amongst our non-Aboriginal staff through workshops, on country visits and powerful cultural immersion experiences
- increase the numbers of Aboriginal and Torres Strait Islander staff and students on governing boards and committees
- provide leadership opportunities for our Indigenous students and staff
- build Indigenous research capability.

The RAP 2018-2020 places an emphasis on continuing Curtin's distinctive contribution to building a culture that values and respects Aboriginal and Torres Strait Islander people, culture and heritage both within the University and beyond, the relationships we have developed with our Aboriginal and Torres Strait Islander communities, and the opportunities we provide to develop the aspiration and ability to succeed in higher education and employment. It takes its direction from the Uluru Statement from the Heart, emanating from last year's Aboriginal and Torres Strait Islander Convention. This substantial gathering of Indigenous people from around the country called for a First Nations voice to be enshrined in the Constitution and for there to be greater truth telling around Australia's colonial past.

In formulating our Elevate RAP, we have used this statement to focus our efforts on:

- ensuring that Aboriginal and Torres Strait Islander people have a voice in decision-making processes

- working with governments at all levels to support agreement-making processes
- being at the forefront of initiatives to tell the truth about our shared history.

We have identified a number of cornerstone initiatives that will:

- embed the Indigenous Australian Cultural Capability Framework (ICCF) across the University and make this available to the community
- progress the proposed Nowanup Bush Campus in partnership with the Nowanup community
- enable the global exchange of knowledge and experiences between Aboriginal and Torres Strait Islander peoples and First Nation peoples around the world
- Lead in reconciliation and recognition of First Peoples.

### RECORDKEEPING - COMPLIANCE WITH THE STATE RECORDS ACT 2000 (WA)

Curtin University (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 the requirements of the plan.

#### Significant improvements and developments

- A revised Information Security Classification Policy that better supports Curtin's new Strategic Plan was approved.
- A preservation room to assist with better management of Curtin's archival material was established.
- A successful Proof of Concept of an information management tool was conducted for better management of electronic records.
- A name change for the unit responsible for records and information management to Curtin Information Management and Archives was approved to better reflect the strategic direction of the unit.
- An intensive review of hard copy records in storage commenced, with a significant reduction in offsite records storage holdings. More than 6,000 boxes of old hard copy records were securely and legally destroyed in 2018.
- An enterprise-wide file sharing tool was provided to staff with a view to reducing the use of unsanctioned file sharing products.

## REPORT ON OPERATIONS (CONTINUED)

- The University implemented the disposal freeze on records highlighted by the State Records Office in relation to the Recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse.
- Several projects involving the use of Robotic Process Automation technology to improve efficiency of information management processes were successfully undertaken.

### Ongoing Records and Information Management Training

- More than 1,400 staff completed the online information management awareness training in 2018. 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.
- Regular training was made available to all staff on a variety of topics including 'An Introduction to Managing Information' and 'Managing Information You are no Longer Using', as well as how to use the Curtin Records and Information System and the Contracts and Agreements Register. Information sessions and educational tools were also provided on OneDrive for Business and the Information Security Classification Policy.
- 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. Alternative delivery formats for providing education and awareness were explored in 2018.

### 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. Risk aware behaviours are integrated within Curtin's values and signature behaviours under the Value of Integrity. Integrity at Curtin is to act ethically, honestly and with fairness and the relevant risk aware behaviours include:

- Engender trust through openness, honesty and consistency
- This captures the obligation to continuously disclose risks and matters of concern
- Lead by example and act with due care
- Leaders, immediate line managers and senior leaders shape the risk culture
- Make informed decisions and be accountable for outcomes
- Informed risk aware decisions demonstrate prudence
- Accountability is also important for a sound risk culture.

### The key areas of focus for Risk and Assurance during 2018 included:

- International Campus Assurance – Curtin now has four international campuses, Malaysia, Singapore, Dubai and Mauritius, which opened in 2018. An assurance framework was developed to provide oversight of international campus operations. This framework covers risk, compliance, finance, technology and audit. Curtin delivers internationally through deep partnerships and this framework acknowledges the partners role whilst at the same time providing transparent disclosure and assurance across key controls.
- Integrated Controls Assurance – As a diverse complex business, assurance of controls occurs at many levels in the organisation, and therefore achieving a single view of assurance is challenging. An assurance cycle has been developed to share information across areas covering quality, planning, compliance, risk, incident management, complaints, litigation to provide a single view relating to control effectiveness and to reduce duplication. The single view is now incorporated into an assurance map which also captures governance and committee oversight. An important part of the assurance cycle is the annual certification process where around 100 senior managers provide feedback on the operation of key controls and processes. This feedback informs control and process owners as well as shapes an overall single view of control effectiveness at Curtin.
- Strategic Risk - Curtin's strategic risk profile improved, however risks relating to international competition and operational sustainability remain a strong focus.
- Cyber and Security Risk - Almost all organisations today have a strong focus on cyber and security risk, underpinned by threat and vulnerability assessments. Curtin has robust processes in place and is continually enhancing its approach in partnership with leading global specialists. As part of the overall approach to managing cyber and security risk, Curtin conducted a discussion exercise with the representatives from Commonwealth and State agencies to continually improve its preparedness and response to cyber incidents. Alongside this incident exercise, Curtin has reviewed its cyber insurance cover against specific cyber scenarios to be fully informed of any potential gaps in cover.
- Respect Now Always – Curtin has zero tolerance for sexual assault and sexual harassment. Although the number of students being sexually assaulted is very low, any instance of sexual assault is absolutely unacceptable. All incidents are reported through critical incident processes and in 2018 a specific de-identified reporting portal was established to provide a single view of all sexual assault and sexual harassment matters. This single view is important to monitor effectiveness and awareness of support programs and incidents trends.

### 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.

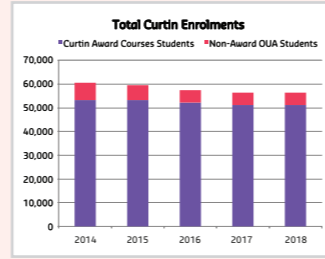
At 31 December 2018, the University had no subsidiaries.

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

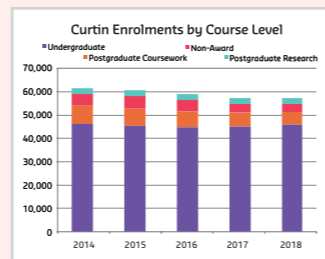
At its meeting on 22 December 2018, Council adopted the revised Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. A compliance report for 2018 was noted by Council at its meeting on 20 March 2019. The University complies with all 14 protocols.

## CURTIN KEY STATISTICS

	2014	2015	2016	2017	2018
<b>STUDENT HEADCOUNT</b>					
<b>Total Curtin Enrolments</b>	<b>60,762</b>	<b>59,942</b>	<b>58,217</b>	<b>56,662</b>	<b>56,699</b>

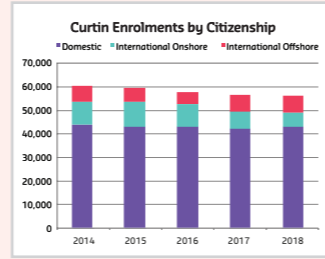


CURTIN ENROLMENTS BY CATEGORY					
Course Level					
Postgraduate Research	2,409	2,459	2,409	2,353	2,225
Postgraduate Coursework	8,578	8,481	8,016	7,370	6,989
Undergraduate	46,992	46,086	44,721	44,778	45,104
Non-Award	3,818	3,920	4,022	2,988	3,054



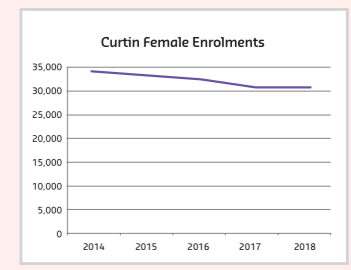
Broad Field of Education					
Agriculture, Environmental and Related Studies	212	208	208	222	225
Architecture and Building	2,366	2,316	2,330	2,368	2,296
Creative Arts	989	962	930	888	896
Education	4,532	4,323	4,272	4,590	4,819
Engineering and Related Technologies	6,968	6,997	6,978	6,502	6,081
Health	9,516	9,456	9,505	9,370	9,404
Information Technology	603	469	409	412	414
Management and Commerce	14,376	14,062	13,301	12,479	12,080
Natural and Physical Sciences	4,085	4,186	4,415	4,486	4,546
Society and Culture	18,156	17,855	16,896	16,210	16,797
Non-Award	902	847	803	854	739

DEMOGRAPHY AND EQUITY					
Student Citizenship					
Domestic Students	44,296	43,440	42,792	42,431	42,959
International Students studying in Australia	8,646	8,744	8,509	7,371	6,888
from : China (%)	30%	28%	25%	25%	25%
Malaysia (%)	12%	12%	12%	12%	12%
India (%)	4%	7%	12%	11%	10%
Singapore (%)	4%	4%	4%	5%	6%
Hong Kong (%)	3%	3%	4%	4%	5%

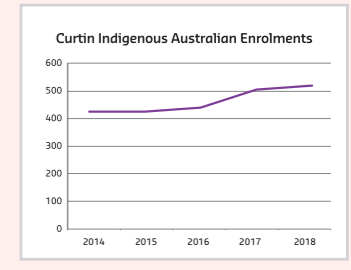


International Students studying outside Australia	7,831	7,746	6,910	6,850	6,848
from : Malaysia (%)	38%	40%	45%	46%	43%
Mauritius (%)	15%	17%	19%	20%	20%
Singapore (%)	18%	15%	11%	10%	11%
China (%)	4%	4%	4%	4%	5%
Sri Lanka (%)	1%	2%	3%	4%	3%

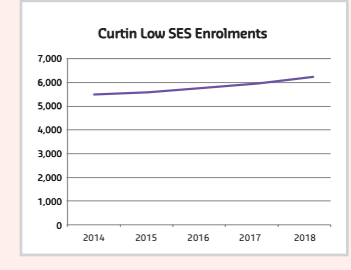
	2014	2015	2016	2017	2018
<b>Gender</b>					
Female Students	34,635	33,593	32,555	31,620	31,848
Female Proportion	57%	56%	56%	56%	56%



<b>Indigenous Australian Students</b>	<b>436</b>	<b>429</b>	<b>447</b>	<b>509</b>	<b>532</b>
<b>Low Socio-Economic Status (SES) Students</b>	<b>5,550</b>	<b>5,668</b>	<b>5,832</b>	<b>5,953</b>	<b>6,222</b>

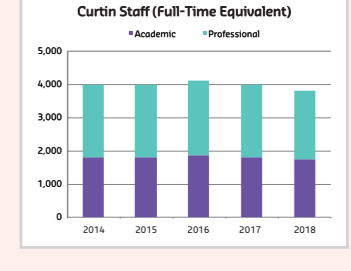
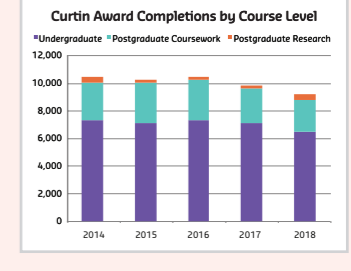


AWARD COMPLETIONS					
Total Curtin Completions					
<b>Total Curtin Completions</b>	<b>10,919</b>	<b>10,835</b>	<b>11,025</b>	<b>10,406</b>	<b>9,553</b>
<b>Course Level</b>					
Postgraduate Research	299	294	307	347	310
Postgraduate Coursework	2,994	3,146	3,153	2,696	2,437
Undergraduate	7,626	7,395	7,565	7,363	6,806



STAFF (FULL-TIME EQUIVALENT) #					
Total Curtin Staff					
<b>Total Curtin Staff</b>	<b>3,987</b>	<b>4,019</b>	<b>4,099</b>	<b>3,992</b>	<b>3,830</b>

Work Function					
<b>Academic</b>	<b>1,831</b>	<b>1,841</b>	<b>1,883</b>	<b>1,829</b>	<b>1,752</b>
Teaching	613	700	702	663	661
Research	361	426	491	504	476
Teaching and Research	720	623	610	594	555
Other	137	92	80	68	60
<b>Professional</b>	<b>2,156</b>	<b>2,178</b>	<b>2,216</b>	<b>2,163</b>	<b>2,078</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.

# 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 2018, while the prior year published in the 2017 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

#### Report on the Financial Statements

##### Opinion

I have audited the financial statements of Curtin University which comprise the Statement of Financial Position as at 31 December 2018, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the operating results and cash flows of Curtin University for the year ended 31 December 2018 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

##### Basis for Opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the University in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

##### Responsibility of the University Council 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, the *Financial Management Act 2006* 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.

In preparing the financial statements, the University Council is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

##### Auditor's Responsibility for the Audit of the Financial Statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the agency's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the University Council.
- Conclude on the appropriateness of the University Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the University Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

#### Report on Controls

##### Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by Curtin University. The controls exercised by the University 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 (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, the controls exercised by Curtin University 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 2018.

##### The University Council's Responsibilities

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

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### **Auditor General's Responsibilities**

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and the controls, necessary to achieve the overall control objectives, were implemented as designed.

An assurance engagement to report on the design and implementation of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including the assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

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

### **Limitations of Controls**

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and implemented as designed, once the controls are in operation, the overall control objectives may not be achieved so that fraud, error, or noncompliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

### **Report on the Key Performance Indicators**

#### **Opinion**

I have undertaken a reasonable assurance engagement on the key performance indicators of Curtin University for the year ended 31 December 2018. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of Curtin University are relevant and appropriate to assist users to assess the University's performance and fairly represent indicated performance for the year ended 31 December 2018.

#### **The 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 internal control as the University Council determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the University Council is responsible for identifying key performance indicators that are relevant and appropriate having regard to their purpose in accordance with Treasurer's Instruction 904U *Key Performance Indicators*.

### **Auditor General's Responsibility**

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the agency's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904U for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

### **My Independence and Quality Control Relating to the Reports on Controls and Key Performance Indicators**

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory 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 Curtin University for the year ended 31 December 2018 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.

  
SANDRA LABUSCHAGNE  
ACTING AUDITOR GENERAL  
FOR WESTERN AUSTRALIA  
Perth, Western Australia  
22 March 2019



## FINANCIAL REPORT 2018

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## CERTIFICATIONS

### CERTIFICATION OF THE FINANCIAL STATEMENTS

The accompanying financial statements of Curtin University 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 2018 and the financial position as at 31 December 2018.

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.



Andrew Crane  
Chancellor



Deborah Terry AO  
Vice-Chancellor



David Menarry  
Chief Finance Officer

Dated this 20th day of March 2019

### CERTIFICATION OF THE FINANCIAL STATEMENTS REQUIRED BY THE DEPARTMENT OF EDUCATION AND TRAINING

We declare that the amount of Australian Government financial assistance expended during the financial year ended 31 December 2018 was for the purpose(s) for which it was intended and that Curtin University has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.

Curtin University 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.



Andrew Crane  
Chancellor



Deborah Terry AO  
Vice-Chancellor

Dated this 20th day of March 2019

**STATEMENT OF COMPREHENSIVE INCOME**

for the year ended 31 December 2018

	Note	2018 \$'000	2017 \$'000
<b>Revenue from Continuing Operations</b>			
Australian Government financial assistance:			
Australian Government grants	3	354,683	347,088
HELP – Australian Government payments	3	185,072	179,490
State and Local Government financial assistance	4	28,254	27,449
HECS-HELP – student payments		20,640	22,842
Fees and charges	5	208,845	221,757
Investment revenue	6	16,511	58,919
Royalties, trademarks and licences	7	21,118	20,458
Consultancy and contract research	8	34,578	31,856
Other revenue	9	27,286	30,406
<b>Total Revenue from Continuing Operations</b>		<b>896,987</b>	<b>940,265</b>
Net (loss)/gain on disposal of non-current assets		220	(552)
<b>Total Income from Continuing Operations</b>		<b>897,207</b>	<b>939,713</b>
<b>Expenses from Continuing Operations</b>			
Employee related expenses	10	540,344	536,646
Depreciation and amortisation	20	62,346	60,080
Repairs and maintenance	11	14,234	13,767
Borrowing costs	12	2,273	3,603
Impairment of assets		304	519
Deferred superannuation expense	10/34(b)	326	386
Other expenses	13	250,963	245,107
<b>Total Expenses from Continuing Operations</b>		<b>870,790</b>	<b>860,108</b>
<b>Net Operating Result for the Year</b>		<b>26,417</b>	<b>79,605</b>
<b>Total Comprehensive Income</b>		<b>26,417</b>	<b>79,605</b>

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

**STATEMENT OF FINANCIAL POSITION**

as at 31 December 2018

	Note	2018 \$'000	2017 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents:			
Unrestricted	15(a)	60,617	51,054
Restricted	15(b)	72,789	1,998
Receivables	16	26,648	28,405
Inventories		56	56
Other financial assets:			
Unrestricted	17	450	450
Restricted	18	134,714	137,491
Other non-financial assets	19	28,632	22,347
<b>Total Current Assets</b>		<b>323,906</b>	<b>241,801</b>
<b>Non-Current Assets</b>			
Receivables	16	52,839	57,980
Other financial assets – unrestricted	17	360,800	376,158
Other non-financial assets	19	4,960	5,588
Property, plant and equipment	20	1,009,812	991,360
<b>Total Non-Current Assets</b>		<b>1,428,411</b>	<b>1,431,086</b>
<b>Total Assets</b>		<b>1,752,317</b>	<b>1,672,887</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and other payables	21	14,680	16,241
Borrowings	23	2,145	20,858
Provisions	24	73,452	71,075
Other liabilities	22	159,243	80,781
<b>Total Current Liabilities</b>		<b>249,520</b>	<b>188,955</b>
<b>Non-Current Liabilities</b>			
Borrowings	23	29,591	31,736
Provisions	24	82,390	87,797
<b>Total Non-Current Liabilities</b>		<b>111,981</b>	<b>119,533</b>
<b>Total Liabilities</b>		<b>361,501</b>	<b>308,488</b>
<b>Net Assets</b>		<b>1,390,816</b>	<b>1,364,399</b>
<b>EQUITY</b>			
Reserves	25	89,530	93,842
Retained earnings	25	1,301,286	1,270,557
<b>Total Equity</b>		<b>1,390,816</b>	<b>1,364,399</b>

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 2018

	Note	Reserves \$'000	Retained Earnings \$'000	Total Equity \$'000
Balance at 1 January 2017		149,959	1,134,835	1,284,794
Effect of adoption of new Accounting Standard AASB 9		(61,757)	61,757	-
Net result for the year		-	79,605	79,605
Other comprehensive income for the year	25(a)	-	-	-
Transfers from retained earnings	25(b)	38,403	(38,403)	-
Transfers to retained earnings	25(b)	(32,763)	32,763	-
Balance at 31 December 2017	25	93,842	1,270,557	1,364,399
Net result for the year		-	26,417	26,417
Transfers from retained earnings	25(b)	35,012	(35,012)	-
Transfers to retained earnings	25(b)	(39,324)	39,324	-
<b>Balance at 31 December 2018</b>	25	<b>89,530</b>	<b>1,301,286</b>	<b>1,390,816</b>

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

**STATEMENT OF CASH FLOWS**

for the year ended 31 December 2018

	Note	2018 \$'000	2017 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Australian Government grants received	3(g)	546,397	525,340
State and Local Government financial assistance		28,369	27,988
HECS-HELP – student payments		20,640	22,842
Fees and charges		214,238	218,605
Royalties, trademarks and licences		16,761	20,755
Consultancy and contract research		34,124	32,514
Interest received		1,895	1,396
Distributions received		34,109	20,583
Other		14,962	12,476
GST refunds received		10,471	14,113
<b>Payments</b>			
Payments for employee benefits		(535,232)	(537,737)
Payments to suppliers		(272,501)	(252,223)
Interest and other costs of finance paid		(2,509)	(3,166)
<b>Net cash provided by/(used in) operating activities</b>	15(c)	<b>111,724</b>	<b>103,486</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for property, plant and equipment		(82,045)	(75,033)
Proceeds on sale of property, plant and equipment		468	17
Payments for investments		(26,146)	(3,741)
Proceeds on redemption of investments		26,587	-
<b>Net cash provided by/(used in) investing activities</b>		<b>(81,136)</b>	<b>(78,757)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowings		(20,858)	(1,881)
Proceeds from borrowings		-	-
<b>Net cash provided by/(used in) financing activities</b>		<b>(20,858)</b>	<b>(1,881)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>9,730</b>	<b>22,848</b>
Movement in money held on trust		70,624	1,440
Cash and cash equivalents at the beginning of the financial year		53,052	28,764
<b>Cash and cash equivalents at the end of the financial year</b>	15(b)	<b>133,406</b>	<b>53,052</b>

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 2018

**1 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS**

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.

The principal address of Curtin University is Kent Street, Bentley WA 6102.

**(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 and Training, 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.

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

**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.

**Date of authorisation for issue**

The financial statements were authorised for issue by the members of the University Council on 20 March 2019.

**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 26(b)).

**Accrual basis of accounting**

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

**(b) Critical accounting estimates and judgements**

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 below.

**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:

- Superannuation benefits and associated assets/liabilities;
- Discount and cost escalation 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; and
- Estimating the fair value of financial assets (such as unlisted shares) that are not traded on an open market.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**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; and
- Impairment of other financial assets (including investments).

**(c) Revenue**

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances, rebates and amounts collected on behalf of third parties.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that the future economic benefits will flow to the University and specific criteria have been met.

**(d) Joint research activities**

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

**(e) 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 can 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 Net Result.

**(f) Taxes****Income tax**

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

**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; and
- 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.

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.

**(g) Comparative figures**

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

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**1 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (continued)****(h) New Accounting Standards and Interpretations****Effective for the first time**

The University has adopted the following standards and interpretations for the current reporting period:

**AASB 9 - Financial Instruments**

In AASB 9, financial assets are classified in one of three categories: fair value through profit or loss, fair value through other comprehensive income and amortised cost.

The principal impacts to the University are:

- Unrealised valuation movements for funds under management will be recognised in the Net Result for the year; and
- All unlisted investments will be required to be measured at fair value. However, the impact is not material.

The requirements of the new Accounting Standard AASB 9 have been applied with effect from 1 January 2017 and 2017 comparative financial information has been adjusted accordingly.

**Issued but not yet effective**

A number of new Accounting Standards and Interpretations have been published that are not mandatory for the 31 December 2018 reporting period. There is no early adoption of these Accounting Standards.

The University intends to adopt the 'modified retrospective' approach to the initial application of AASB 15 and AASB 1058. That approach applies the new standards from the date of initial application on 1 January 2019 and will not result in the restatement of 2018 comparative financial information.

The University's assessment of the new Accounting Standards and Interpretations that have been finalised is that there is no significant impact to the University's financial statements for future reporting periods, except for the following new standards, the impacts for which have been quantified:

- AASB 15 - Revenue from Contracts with Customers. This is estimated to reduce 2018 retained earnings as a 2019 opening adjustment by \$54.4m.
- AASB 16 - Leases. The impact to retained earnings is likely not to be material. Assets and liabilities are estimated to increase by \$17m as a 2019 opening adjustment.
- AASB 1058 - Income of Not-for-Profit Entities. There will be no material impact to the balance sheet.

**2 DISAGGREGATED INFORMATION**

	Revenue		Results <sup>1</sup>		Assets	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
<b>Geographical</b>						
Australia	879,605	922,906	11,572	64,731	1,752,317	1,672,887
Asia	13,400	13,571	10,869	11,123	-	-
Other	3,982	3,788	3,976	3,751	-	-
<b>Total</b>	<b>896,987</b>	<b>940,265</b>	<b>26,417</b>	<b>79,605</b>	<b>1,752,317</b>	<b>1,672,887</b>

<sup>1</sup> Results reflect revenue earned and expenses incurred in the geographical segments. Expenses are incurred in Australia for activities outside Australia and the net results for those activities do not reflect those expenses.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**3 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP)****ACCOUNTING POLICY****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 government 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.

Unspent non-reciprocal research grant funds at the end of each financial year are recognised by way of a Research Grants Reserve (refer Note 25(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.

	Note	2018 \$'000	2017 \$'000
<b>(a) Commonwealth Grants Scheme (CGS) and Other Grants</b>			
Commonwealth Grants Scheme		249,323	243,855
Indigenous Support Program		1,187	948
Disability Support Program		171	149
Partnership and Participation Program		4,231	4,220
<b>Total Commonwealth Grants Scheme and Other Grants</b>	35(a)	<b>254,912</b>	<b>249,172</b>
<b>(b) Higher Education Loan Programs (excl OS-HELP)</b>			
HECS-HELP		159,941	153,161
FEE-HELP		22,457	23,741
SA-HELP		2,674	2,588
<b>Total Higher Education Loan Programs</b>	35(b)	<b>185,072</b>	<b>179,490</b>
<b>(c) Research Training Program</b>			
Research Training Program		25,872	25,313
Commonwealth Education Costs Scholarships		242	72
Commonwealth Accommodation Scholarships		41	-
<b>Total Research Training Program</b>	35(c)	<b>26,155</b>	<b>25,385</b>
<b>(d) Research Support Program</b>			
Research Support Program		19,795	18,763
<b>Total Research Support Program</b>	35(d)	<b>19,795</b>	<b>18,763</b>

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2018

	Note	2018 \$'000	2017 \$'000
<b>3 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)</b>			
<b>(e) Australian Research Council (ARC)</b>			
<b>(i) Discovery</b>			
Project		8,933	7,426
Fellowships		3,879	2,227
<b>Total Discovery</b>	35(e)	12,812	9,653
<b>(ii) Linkages</b>			
Infrastructure		428	663
Projects		3,853	3,233
<b>Total Linkages</b>	35(e)	4,281	3,896
<b>(iii) Centres</b>			
Centres		934	1,375
Others		42	123
<b>Total Centres</b>	35(e)	976	1,498
<b>Total ARC</b>		18,069	15,047
<b>(f) Other Australian Government Financial Assistance</b>			
<b>Non-capital</b>			
CRC Cooperative Research Centres Funding		3,854	5,959
CSIRO Flagship Collaborative Research Program		-	45
NHMRC Grants		7,872	8,364
Other Commonwealth Research Income		12,412	12,384
Other Teaching Grants		801	755
Other Commonwealth Grants		10,346	9,000
Research Funds from Other Organisations		110	1,310
		35,395	37,817
<b>Capital</b>			
CRC Cooperative Research Centres Funding		42	-
Other Commonwealth Research Income		244	-
Other Commonwealth Grants		71	104
Research Funds from Other Organisations		-	800
		357	904
<b>Total Other Australian Government Financial Assistance</b>		35,752	38,721
<b>Total Australian Government Financial Assistance</b>		539,755	526,578

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2018

	Note	2018 \$'000	2017 \$'000
<b>3 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)</b>			
<b>Reconciliation</b>			
Australian Government grants [a+c+d+e+f]		354,683	347,088
HECS-HELP payments		159,941	153,161
FEE-HELP payments		22,457	23,741
SA-HELP payments		2,674	2,588
		185,072	179,490
<b>Total Australian Government Financial Assistance</b>		539,755	526,578
<b>(g) Australian Government Grants received - Cash Basis</b>			
CGS and Other EDUCATION Grants	35(a)	254,722	249,687
Higher Education Loan Programs	35(b)	186,117	179,701
Research Training Program	35(c)	26,155	25,385
Research Support Program	35(d)	19,795	18,763
ARC grants - Discovery	35(e)	12,411	9,337
ARC grants - Linkages	35(e)	4,286	3,563
ARC grants - Centres	35(e)	976	1,498
Other Australian Government Grants		35,631	29,209
<b>Total Australian Government Grants Received - Cash Basis</b>		540,093	517,143
OS-HELP (Net)	35(f)	1,409	2,449
Superannuation Supplementation	35(g)	4,895	5,748
<b>Total Australian Government Funding Received - Cash Basis</b>		546,397	525,340
<b>4 STATE AND LOCAL GOVERNMENT FINANCIAL ASSISTANCE</b>			
<b>ACCOUNTING POLICY</b>			
Research 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 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.			
Unspent non-reciprocal research grant funds at the end of each financial year are recognised by way of a Research Grants Reserve (refer Note 25(b)). This reserve is released as expenditure is incurred.			
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.			
<b>Non-capital</b>			
State Government		14,426	13,881
<b>Capital</b>			
State Government		13,828	13,568
<b>Total State and Local Government Financial Assistance</b>		28,254	27,449

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**5 FEES AND CHARGES****ACCOUNTING POLICY**

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

	Note	2018 \$'000	2017 \$'000
<b>Course Fees and Charges</b>			
Fee-paying onshore overseas students		158,555	171,978
Fee-paying offshore overseas students		6,139	6,142
Continuing education		671	2,108
Fee-paying domestic postgraduate students		8,727	8,425
Fee-paying domestic non-award students		12,389	10,500
<b>Total Course Fees and Charges</b>		<b>186,481</b>	<b>199,153</b>
<b>Other Non-Course Fees and Charges</b>			
Late fees		228	242
Library fines		57	53
Parking fees		6,323	6,650
Registration fees		180	198
Ancillary fees		23	8
Student accommodation		10,034	9,831
Student services and amenities fees from students		3,150	3,074
Other fees and charges		2,369	2,548
<b>Total Other Non-Course Fees and Charges</b>		<b>22,364</b>	<b>22,604</b>
<b>Total Fees and Charges</b>		<b>208,845</b>	<b>221,757</b>

**6 INVESTMENT REVENUE AND OTHER INVESTMENT INCOME****ACCOUNTING POLICY**

Investment income is recognised as it is earned.

Distributions and dividends - funds under management		25,410	22,466
Dividends - other investments		10,388	500
Interest - cash and term deposits		1,895	1,515
Fair value through profit and loss - funds under management		(27,704)	20,756
Fair value through profit and loss - other investments		6,522	13,682
<b>Total Investment Revenue</b>		<b>16,511</b>	<b>58,919</b>

**7 ROYALTIES, TRADEMARKS AND LICENCES****ACCOUNTING POLICY**

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.

Royalties - Education Services		21,118	20,458
<b>Total Royalties, Trademarks and Licences</b>		<b>21,118</b>	<b>20,458</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**8 CONSULTANCY AND CONTRACT RESEARCH****ACCOUNTING POLICY**

Reciprocal contract research income from non-government entities is recognised as revenue when the University has provided the service to the customer. Non-reciprocal research income 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 25(b)). This reserve is released as expenditure is incurred.

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

	Note	2018 \$'000	2017 \$'000
Consultancy		7,854	5,034
Contract research		26,724	26,822
<b>Total Consultancy and Contract Research</b>		<b>34,578</b>	<b>31,856</b>

**9 OTHER REVENUE****ACCOUNTING POLICY**

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.

Trading income		7,685	7,830
Rental income		6,896	7,196
Donations		1,613	2,854
Scholarships and prizes		1,715	1,761
Non-government grants		4,957	6,334
Insurance claims		635	967
Staff salary cost recoveries		1,367	1,455
Proceeds from sale of minor equipment		15	6
Conference income		1,000	684
Other		1,403	1,319
<b>Total Other Revenue</b>		<b>27,286</b>	<b>30,406</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**10 EMPLOYEE RELATED EXPENSES****ACCOUNTING POLICY**

Contributions to defined contribution superannuation funds are recognised as an expense as they become payable. Past service costs are recognised in profit or loss immediately.

	Note	2018 \$'000	2017 \$'000
<b>Academic</b>			
Salaries		221,301	214,069
Contribution to superannuation and pension schemes			
Contribution to unfunded schemes		217	531
Contribution to funded schemes		35,727	34,915
Long service leave		4,757	5,213
Annual leave		14,096	15,349
Payroll tax		15,367	14,810
Worker's compensation		651	490
<b>Total Academic</b>		<b>292,116</b>	<b>285,377</b>
<b>Non-Academic</b>			
Salaries		187,582	189,791
Contribution to superannuation and pension schemes			
Contributions to unfunded schemes		(617)	(19)
Contributions to funded schemes		30,726	29,911
Long service leave		4,342	4,863
Annual leave		12,390	13,572
Payroll tax		13,409	12,917
Worker's compensation		396	234
<b>Total Non-Academic</b>		<b>248,228</b>	<b>251,269</b>
<b>Total Employee Related Expenses</b>		<b>540,344</b>	<b>536,646</b>
Deferred superannuation expense	34(b)	326	386
<b>Total Employee Related Expenses including Deferred Government Employee Benefits for Superannuation</b>		<b>540,670</b>	<b>537,032</b>
<b>11 REPAIRS AND MAINTENANCE</b>			
Building repairs		6,504	5,770
General infrastructure maintenance		6,132	6,475
Parks and gardens		1,598	1,522
<b>Total Repairs and Maintenance</b>		<b>14,234</b>	<b>13,767</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**12 BORROWING COSTS****ACCOUNTING POLICY**

Borrowing costs are recognised on an accrual basis.

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

	Note	2018 \$'000	2017 \$'000
Interest on borrowings		2,273	3,603
Less: Amount capitalised		-	-
<b>Total Borrowing Costs</b>		<b>2,273</b>	<b>3,603</b>

**13 OTHER EXPENSES****ACCOUNTING POLICY**

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.

Research and development costs are expensed to the Statement of Comprehensive Income as incurred.

Advertising, marketing and promotional		6,297	5,182
Agency staff costs		4,339	4,561
Books		5,148	4,786
Computer peripherals and parts		24,047	23,801
Consumables		11,906	11,542
Consultancy fees and expenses		18,942	26,091
Outsourced work		26,080	20,779
Exchange rate (gains)/losses		758	525
Fees and commissions		28,799	25,680
Financial assistance provided/research support		5,925	6,312
Graduations		1,175	875
Hospitality		2,614	3,212
Insurance		3,547	3,475
Inventory used and sold		309	310
Lease and rental		4,327	4,380
Non-capitalised equipment		5,235	4,587
Occupational health, safety and welfare		441	525
Partner service fees		-	26
Postage and courier		772	818
Publications		446	499
Scholarships, grants and prizes		54,311	52,518
Security		672	694
Staff development and training		4,092	3,902
Staff recruitment		1,525	1,041
Subscriptions		6,096	6,605
Telecommunications		1,521	1,486
Travel		13,254	13,457
Utilities and cleaning		15,633	14,723
Other		2,752	2,715
<b>Total Other Expenses</b>		<b>250,963</b>	<b>245,107</b>



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**14 DISCONTINUED OPERATIONS**

There were no discontinued operations in 2018. In 2017, the University's Sydney campus was closed. The net result and net cash flows of the Sydney campus are not disclosed separately because they are not significant to the University's financial results.

	Note	2018 \$'000	2017 \$'000
<b>15 CASH AND CASH EQUIVALENTS</b>			
<b>(a) Unrestricted</b>			
Cash at bank and on hand <sup>1</sup>		36,617	41,054
Fixed Term Deposits <sup>2</sup>		24,000	10,000
<b>Total Cash and Cash Equivalents - Unrestricted</b>		<b>60,617</b>	<b>51,054</b>
<b>(b) Restricted</b>			
Trust cash at bank <sup>1</sup>		70,750	38
Trust Fixed Term Deposit <sup>2</sup>		2,039	1,960
<b>Total Cash and Cash Equivalents - Restricted</b>		<b>72,789</b>	<b>1,998</b>
<b>Total Cash and Cash Equivalents</b>		<b>133,406</b>	<b>53,052</b>
<sup>1</sup> Cash on hand is non-interest bearing. Cash at bank is subject to variable interest rates (refer Note 26). <sup>2</sup> Deposits are interest bearing at variable interest rates (refer Note 26). These deposits have an average maturity of 104 days (2017: 68 days).			
<b>(c) Reconciliation of net result to net cash provided by operating activities</b>			
Net result for the year		26,417	79,605
Depreciation expense		62,346	60,080
Net loss/(gain) on disposal of non-current assets		(220)	552
Impairment of assets		304	519
Fair value loss/(gain) through profit and loss		21,182	(34,438)
In-kind distributions		(3,487)	(2,518)
<b>Changes in assets and liabilities:</b>			
(Increase)/decrease in receivables		8,452	(2,506)
(Increase)/decrease in inventories		-	33
(Increase)/decrease in other non-financial assets		(5,797)	5,471
Increase/(decrease) in trade and other payables		(2,695)	(5,357)
Increase/(decrease) in provisions		(3,030)	(1,792)
Increase/(decrease) in other current liabilities		8,252	3,837
<b>Net cash provided by / (used in) operating activities</b>		<b>111,724</b>	<b>103,486</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**16 RECEIVABLES****ACCOUNTING POLICY**

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.

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

	Note	2018 \$'000	2017 \$'000
<b>Current</b>			
Student receivables		2,379	7,735
Less: Provision for impaired receivables		(322)	(2,063)
		2,057	5,672
<b>Non-Current</b>			
General receivables		20,901	19,396
Less: Provision for impaired receivables		(119)	(686)
		20,782	18,710
Deferred government contribution for superannuation	34(b)	3,809	4,023
<b>Total Current</b>		<b>26,648</b>	<b>28,405</b>
<b>Non-Current</b>			
Deferred government contribution for superannuation	34(b)	52,839	57,980
<b>Total Receivables</b>		<b>79,487</b>	<b>86,385</b>
<b>Impaired receivables</b>			
As at 31 December 2018, current receivables for student fees with a nominal value of \$0.322 million (2017: \$2.063 million) were expected to be impaired. The amount of the provision was \$0.322 million (2017: \$2.063 million).			
The ageing of these receivables is as follows:			
Less than 12 months		37	48
Greater than 12 months		285	2,015
		322	2,063
As at 31 December 2018, current receivables for student fees of \$0.776 million (2017: \$0.946 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		776	946
Greater than 12 months		-	-
		776	946

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

	Note	2018 \$'000	2017 \$'000
<b>16 RECEIVABLES (continued)</b>			
Movements in the provision for impaired student fees receivables are as follows:			
Balance at start of year		2,063	2,001
Provision for impairment recognised during the year		245	62
Receivables written-off during the year as uncollectible		(1,986)	-
Unused amount reversed		-	-
Balance at end of year		322	2,063
As at 31 December 2018, current general receivables with a nominal value of \$0.119 million (2017: \$0.686 million) were impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		68	20
Greater than 12 months		51	666
		119	686
As at 31 December 2018, current general receivables of \$9.103 million (2017: \$6.611 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		9,099	6,421
Greater than 12 months		4	190
		9,103	6,611
Movements in the provision for impaired general receivables are as follows:			
Balance at start of year		686	177
Receivables written-off during the year as uncollectible		(350)	-
Provision for impairment recognised during the year		119	533
Unused amount reversed		(336)	(24)
Balance at end of year		119	686

**17 OTHER FINANCIAL ASSETS – UNRESTRICTED****ACCOUNTING POLICY**

The University adopted AASB 9 “Financial Instruments” in 2018 applied retrospectively with effect from 1 January 2017.

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.

Financial assets which do not meet the objective of the University’s business model for managing financial assets or are not held to collect the contractual cash flows are measured at fair value through profit or loss.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**17 OTHER FINANCIAL ASSETS – UNRESTRICTED (continued)**

In accordance with AASB 9 “Financial Instruments,” the University has reclassified funds under management and other unlisted securities as “Fair Value through Profit and Loss” financial instruments. Gains and losses arising from changes in fair value are recognised directly to profit and loss for the period. No impairment is required.

Fair value measurement of funds under management are based on quoted prices in an active market. If the market for a financial asset is not active (including unlisted securities and unlisted companies which were established to commercialise intellectual property), 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.

	Note	2018 \$'000	2017 \$'000
<b>Current</b>			
<b>Loans receivable - at amortised cost</b>			
Other loans	30	450	450
<b>Total Current Other Financial Assets</b>		<b>450</b>	<b>450</b>
<b>Non-Current</b>			
<b>Fair Value through Profit and Loss</b>			
Funds under management		332,780	350,023
Other investments - Unlisted shares		28,020	26,135
<b>Total Non-Current Other Financial Assets</b>		<b>360,800</b>	<b>376,158</b>
<b>Total Other Financial Assets – Unrestricted</b>		<b>361,250</b>	<b>376,608</b>

**18 OTHER FINANCIAL ASSETS – RESTRICTED****Current****Fair Value through Profit and Loss - funds under management**

Research activities		89,530	93,842
Donations and prizes		36,711	35,009
Trusts		8,473	8,640
<b>Total Other Financial Assets - Restricted</b>		<b>134,714</b>	<b>137,491</b>

Restricted funds are held as cash (refer note 15(b)) or invested as managed funds.

All Fair Value through Profit and Loss financial assets are denominated in Australian currency. For an analysis of the credit risk and sensitivity of Fair Value through Profit and Loss financial assets to price and interest rate risk, refer to Note 26.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

	Note	2018 \$'000	2017 \$'000
<b>19 OTHER NON-FINANCIAL ASSETS</b>			
<b>Current</b>			
Prepayments		24,072	17,300
Accrued income		4,560	5,047
<b>Total Current Other Non-Financial Assets</b>		<b>28,632</b>	<b>22,347</b>
<b>Non-Current</b>			
Prepayments		4,960	5,588
<b>Total Non-Current Other Non-Financial Assets</b>		<b>4,960</b>	<b>5,588</b>
<b>Total Other Non-Financial Assets</b>		<b>33,592</b>	<b>27,935</b>

**20 PROPERTY, PLANT AND EQUIPMENT****ACCOUNTING POLICY**

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.

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

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

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
- Infrastructure Lower of 50 years or remaining useful life
- Leasehold land Lower of 50 years or remaining lease period
- Computing equipment 3 to 5 years
- Other equipment and furniture 8 years
- Motor vehicles 5 years
- Library collection 10 years
- Works of art Not depreciated

Land and works of art controlled by the University 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.

**20 PROPERTY, PLANT AND EQUIPMENT (continued)**

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	Infrastructure \$'000	Leasehold land \$'000	Work in progress \$'000	Computing equipment \$'000	Other equipment and furniture \$'000	Motor vehicles \$'000	Library collection \$'000	Works of art \$'000	Total \$'000
<b>At 1 January 2018</b>											
Cost	78,998	916,497	147,378	4,654	47,729	25,784	143,448	1,755	35,377	13,062	1,414,682
Accumulated depreciation	-	(269,178)	(35,696)	(1,877)	-	(16,549)	(88,501)	(1,109)	(10,412)	-	(423,322)
<b>Carrying amount at start of year</b>	<b>78,998</b>	<b>647,319</b>	<b>111,682</b>	<b>2,777</b>	<b>47,729</b>	<b>9,235</b>	<b>54,947</b>	<b>646</b>	<b>24,965</b>	<b>13,062</b>	<b>991,360</b>
<b>Year ended 31 December 2018</b>											
Additions	43	6	-	-	64,008	6,012	5,464	-	5,307	252	81,092
Cost of disposals	(135)	(1,134)	(54)	-	-	(18)	250	4	-	(17)	(1,104)
Accumulated depreciation on disposals	-	812	10	-	-	18	(28)	(2)	-	-	810
Transfers in/(out)	-	32,588	6,767	-	(46,649)	1,114	6,180	-	-	-	-
Depreciation and amortisation expense	-	(34,643)	(6,321)	(132)	-	(4,081)	(13,212)	(205)	(3,752)	-	(62,346)
<b>Carrying amount at end of year</b>	<b>78,906</b>	<b>644,948</b>	<b>112,084</b>	<b>2,645</b>	<b>65,088</b>	<b>12,280</b>	<b>53,601</b>	<b>443</b>	<b>26,520</b>	<b>13,297</b>	<b>1,009,812</b>
<b>At 31 December 2018</b>											
Cost	78,906	947,957	154,091	4,654	65,088	32,895	155,381	1,757	40,684	13,297	1,494,710
Accumulated depreciation	-	(303,009)	(42,007)	(2,009)	-	(20,615)	(101,780)	(1,314)	(14,164)	-	(484,898)
<b>Carrying amount at end of year</b>	<b>78,906</b>	<b>644,948</b>	<b>112,084</b>	<b>2,645</b>	<b>65,088</b>	<b>12,280</b>	<b>53,601</b>	<b>443</b>	<b>26,520</b>	<b>13,297</b>	<b>1,009,812</b>
<b>At 1 January 2017</b>											
Cost	78,998	851,916	117,984	4,654	85,980	27,193	144,916	1,276	29,293	12,811	1,355,021
Accumulated depreciation	-	(239,648)	(29,580)	(1,745)	-	(17,166)	(83,925)	(952)	(7,238)	-	(380,254)
<b>Carrying amount at start of year</b>	<b>78,998</b>	<b>612,268</b>	<b>88,404</b>	<b>2,909</b>	<b>85,980</b>	<b>10,027</b>	<b>60,991</b>	<b>324</b>	<b>22,055</b>	<b>12,811</b>	<b>974,767</b>
<b>Year ended 31 December 2017</b>											
Additions	-	-	-	-	60,083	3,548	7,050	567	6,085	242	77,575
Cost of disposals	-	(4,115)	-	-	-	(4,958)	(8,726)	(88)	-	-	(17,887)
Accumulated depreciation on disposals	-	3,568	-	-	-	4,791	8,543	83	-	-	16,985
Transfers in/(out)	-	68,718	29,394	-	(98,334)	4	209	-	-	9	-
Depreciation and amortisation expense	-	(33,120)	(6,116)	(132)	-	(4,177)	(13,120)	(240)	(3,175)	-	(60,080)
<b>Carrying amount at end of year</b>	<b>78,998</b>	<b>647,319</b>	<b>111,682</b>	<b>2,777</b>	<b>47,729</b>	<b>9,235</b>	<b>54,947</b>	<b>646</b>	<b>24,965</b>	<b>13,062</b>	<b>991,360</b>
<b>At 31 December 2017</b>											
Cost	78,998	916,497	147,378	4,654	47,729	25,784	143,448	1,755	35,377	13,062	1,414,682
Accumulated depreciation	-	(269,178)	(35,696)	(1,877)	-	(16,549)	(88,501)	(1,109)	(10,412)	-	(423,322)
<b>Carrying amount at end of year</b>	<b>78,998</b>	<b>647,319</b>	<b>111,682</b>	<b>2,777</b>	<b>47,729</b>	<b>9,235</b>	<b>54,947</b>	<b>646</b>	<b>24,965</b>	<b>13,062</b>	<b>991,360</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**21 TRADE AND OTHER PAYABLES****ACCOUNTING POLICY**

Payables 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.

	Note	2018 \$'000	2017 \$'000
<b>Current</b>			
<b>Total Payables</b>		<b>14,680</b>	16,241

**22 OTHER LIABILITIES****ACCOUNTING POLICY**

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.

	Note	2018 \$'000	2017 \$'000
<b>Current</b>			
Income received in advance		43,765	40,334
Accrued expenses		34,216	29,809
Monies held in trust		81,262	10,638
<b>Total Other Liabilities</b>		<b>159,243</b>	80,781

**23 BORROWINGS****ACCOUNTING POLICY**

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.

	Note	2018 \$'000	2017 \$'000
<b>Current</b>			
Interest bearing Treasury loans		2,145	20,858
<b>Non-Current</b>			
Interest bearing Treasury loans		29,591	31,736
<b>Total Borrowings</b>		<b>31,736</b>	52,594

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**23 BORROWINGS (continued)****Treasury Loans**

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

	Average Interest rate	Maturity date	Principal outstanding	
			2018 \$'000	2017 \$'000
<b>Muresk Campus housing</b>				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	6.50%	15.07.2018	-	2,050
<b>Bentley Campus housing</b>				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	7.05%	15.01.2018	-	16,800
<b>Chemistry Centre of WA building</b>				
- monthly principal and fixed rate interest repayments	6.77%	01.07.2029	28,528	30,313
- monthly principal and fixed rate interest repayments	5.11%	01.07.2029	3,208	3,431
<b>Total Treasury Loans</b>			<b>31,736</b>	52,594

	Note	2018 \$'000	2017 \$'000
<b>Financing facilities available</b>			
At reporting date, the following financing facilities had been negotiated and were available:			
Total facilities:			
- Treasury Loans		31,736	52,594
Facilities used at reporting date:			
- Treasury Loans		31,736	52,594
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 Government Treasurer's Guarantee.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**23 BORROWINGS (continued)****Fair value**

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

	2018		2017	
	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000
<b>Muresk Campus housing</b>				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	-	-	2,050	2,130
<b>Bentley Campus housing</b>				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	-	-	16,800	17,114
<b>Chemistry Centre of WA building</b>				
- monthly principal and fixed rate interest repayments	28,528	34,675	30,313	36,812
- monthly principal and fixed rate interest repayments	3,208	3,612	3,431	3,834
<b>Total Treasury Loans</b>	<b>31,736</b>	<b>38,287</b>	<b>52,594</b>	<b>59,890</b>

The fair value of the loans have been prepared assuming hypothetical settlement dates of 31 December 2018 and 31 December 2017.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**24 PROVISIONS****ACCOUNTING POLICY****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. Annual leave that is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. The provision for annual leave is classified as a current liability as the University does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

**Long service leave**

Long service leave is not expected to be settled wholly within 12 months after the end of the reporting period. When assessing expected future payments, consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

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.

**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 AASB137 "Provisions, Contingent Liabilities and Contingent Assets" when it is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2018

	Note	2018 \$'000	2017 \$'000
<b>24 PROVISIONS (continued)</b>			
<b>Employee benefits provisions</b>			
<b>Current provisions expected to be settled within 12 months</b>			
Annual leave		24,024	26,235
Long service leave		16,147	16,983
Employment on-costs		2,812	2,810
Redundancy costs		8,087	2,744
Defined benefit obligation			
Deferred employee benefits for unfunded superannuation	34(b)	3,809	4,023
Other University pension liabilities	34(a)	93	110
		54,972	52,905
<b>Current provisions expected to be settled after more than 12 months</b>			
Annual leave		2,083	2,115
Long service leave		14,418	14,277
Employment on-costs		1,155	1,065
Redundancy costs		824	713
		18,480	18,170
<b>Total Current Provisions</b>		<b>73,452</b>	<b>71,075</b>
<b>Non-Current</b>			
<b>Employee benefits provisions</b>			
Long service leave		27,226	27,486
Employment on-costs		1,906	1,787
Defined benefit obligation			
Deferred employee benefits for unfunded superannuation	34(b)	52,839	57,980
Other University pension liabilities	34(a)	419	544
<b>Total Non-Current Provisions</b>		<b>82,390</b>	<b>87,797</b>
<b>Total Provisions</b>		<b>155,842</b>	<b>158,872</b>
<b>Movements in Other Provisions</b>			
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		5,662	5,870
Addition/(reduction) in provisions recognised		2,671	2,548
Reduction arising from payments		(2,460)	(2,756)
Balance at end of year		5,873	5,662

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2018

	Note	2018 \$'000	2017 \$'000
<b>24 PROVISIONS (continued)</b>			
<i>Redundancy costs provision</i>			
Balance at beginning of year		3,457	2,156
Addition/(reduction) in provisions recognised		8,808	1,922
Reduction arising from payments		(3,354)	(621)
Balance at end of year		8,911	3,457
<b>25 EQUITY</b>			
<b>Reserves</b>			
Investments revaluation reserve	25(a)	-	-
Research grants reserve	25(b)	89,530	93,842
<b>Total Reserves</b>		<b>89,530</b>	<b>93,842</b>
<b>Retained Earnings</b>		<b>1,301,286</b>	<b>1,270,557</b>
<b>(a) Investments revaluation reserve</b>			
In accordance with new Accounting Standard AASB 9 "Financial Instruments", the University has reclassified funds under management and other unlisted securities as "Fair Value through Profit and Loss" financial assets. Gains and losses arising from changes in fair value are recognised directly to profit and loss for the period. No impairment is required. The previous investments revaluation reserve arising on these types of financial assets has been transferred to retained earnings with effect from 1 January 2017.			
<i>Movement in reserve</i>			
Balance at beginning of year		-	61,757
Transfer to retained earnings on adoption of new Accounting Standard AASB 9		-	(61,757)
Movement for the year		-	(61,757)
Balance at end of year		-	-
<b>(b) Research grants reserve</b>			
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		93,842	88,202
Transfer from retained earnings		35,012	38,403
Transfer to retained earnings		(39,324)	(32,763)
Balance at end of year		89,530	93,842

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**26 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			Foreign Exchange Risk Sensitivity <sup>2</sup>		Interest Rate Risk Sensitivity				Price Risk Sensitivity <sup>3</sup>				Credit Risk \$'000		
						Less than 1 year \$'000	1-5 years \$'000	More than 5 years \$'000	-10%		+10%		-200 bps		+200 bps		-15%			+15%	
									Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000		Net Result \$'000	Other Equity \$'000
<b>2018</b>																					
<b>Financial Assets</b>																					
Cash and cash equivalents	1.72%	2	133,404	-	133,406	133,406	-	-	-	-	(2,484)	-	2,484	-	-	-	-	-			
Receivables <sup>4</sup>	-	22,839	-	-	22,839	22,839	-	-	-	-	-	-	-	-	-	-	-	22,839			
Loans receivable	-	450	-	-	450	450	-	-	-	-	-	-	-	-	-	-	-	450			
Unlisted securities (unrestricted)	-	28,020	-	-	28,020	-	28,020	-	-	-	-	-	-	-	(4,203)	-	4,203	-			
Funds under management (unrestricted) <sup>1,5</sup>	-	332,780	-	-	332,780	-	1,613	331,167	7,266	-	(7,266)	-	-	-	(49,917)	-	49,917	-			
Funds under management (restricted) <sup>5</sup>	-	134,714	-	-	134,714	-	-	134,714	-	-	-	-	-	-	(20,207)	-	20,207	-			
<b>Total Financial Assets</b>		<b>518,805</b>	<b>133,404</b>	<b>-</b>	<b>652,209</b>	<b>156,695</b>	<b>29,633</b>	<b>465,881</b>	<b>7,266</b>	<b>-</b>	<b>(7,266)</b>	<b>-</b>	<b>(2,484)</b>	<b>-</b>	<b>2,484</b>	<b>-</b>	<b>(74,327)</b>	<b>-</b>	<b>74,327</b>	<b>-</b>	<b>23,289</b>
<b>Financial Liabilities</b>																					
Payables	-	14,680	-	-	14,680	14,680	-	-	-	-	-	-	-	-	-	-	-	-	-		
Borrowings	6.60%	-	-	31,736	31,736	2,145	10,138	19,453	-	-	-	-	-	-	-	-	-	-	-		
<b>Total Financial Liabilities</b>		<b>14,680</b>	<b>-</b>	<b>31,736</b>	<b>46,416</b>	<b>16,825</b>	<b>10,138</b>	<b>19,453</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2017</b>																					
<b>Financial Assets</b>																					
Cash and cash equivalents	1.71%	2	53,050	-	53,052	53,052	-	-	-	-	(1,582)	-	1,582	-	-	-	-	-			
Receivables <sup>4</sup>	-	24,382	-	-	24,382	24,382	-	-	-	-	-	-	-	-	-	-	-	-	24,382		
Loans receivable	-	450	-	-	450	450	-	-	-	-	-	-	-	-	-	-	-	-	450		
Unlisted securities (unrestricted)	-	26,135	-	-	26,135	-	26,135	-	-	-	-	-	-	-	(3,920)	-	3,920	-			
Funds under management (unrestricted) <sup>1,5</sup>	-	348,025	1,998	-	350,023	1,998	1,644	346,381	-	4,608	-	(4,608)	-	-	(52,504)	-	52,504	-	1,998		
Funds under management (restricted) <sup>5</sup>	-	137,491	-	-	137,491	-	-	137,491	-	-	-	-	-	-	(20,624)	-	20,624	-			
<b>Total Financial Assets</b>		<b>536,485</b>	<b>55,048</b>	<b>-</b>	<b>591,533</b>	<b>79,882</b>	<b>27,779</b>	<b>483,872</b>	<b>-</b>	<b>4,608</b>	<b>-</b>	<b>(4,608)</b>	<b>(1,582)</b>	<b>-</b>	<b>1,582</b>	<b>-</b>	<b>(77,048)</b>	<b>-</b>	<b>77,048</b>	<b>-</b>	<b>26,830</b>
<b>Financial Liabilities</b>																					
Payables	-	16,241	-	-	16,241	16,241	-	-	-	-	-	-	-	-	-	-	-	-	-		
Borrowings	6.74%	-	-	52,594	52,594	20,858	9,493	22,243	-	-	-	-	-	-	-	-	-	-	-		
<b>Total Financial Liabilities</b>		<b>16,241</b>	<b>-</b>	<b>52,594</b>	<b>68,835</b>	<b>37,099</b>	<b>9,493</b>	<b>22,243</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>1</sup> Funds under management mainly comprise investments in unit based funds. Credit risk exposure relates only to funds under management not in unit based funds.

<sup>2</sup> A positive number indicates an increase in net operating result and equity where the Australian dollar weakens against the foreign currency.

<sup>3</sup> Net operating result would be affected if prices increased or decreased by 15% as gains or losses on Fair Value to Profit and Loss investments are recognised directly in net operating result.

<sup>4</sup> This includes GST Receivable of \$3.721 million (2017: \$1.241 million).

<sup>5</sup> Funds under management in unit based funds receive income by way of distributions and do not attract interest.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**26 FINANCIAL INSTRUMENTS (continued)****(a) FINANCIAL RISK MANAGEMENT**

Financial instruments held by the University are cash and cash equivalents, receivables, fair value through profit and loss 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.

**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, i.e. 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. The University manages its borrowings in accordance with targeted interest rate, liquidity and debt portfolio maturity profiles. Notes 23 and 26 provide further detail.

Note 26 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 fair value through profit and loss investments whose underlying assets include some investments denominated in foreign currency which are unhedged.

At 31 December 2018, the University held no foreign currency forward exchange contracts (2017: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 26 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 or lower, the net operating result would have been \$74.327 million (2017: \$77.046 million) higher or lower.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**26 FINANCIAL INSTRUMENTS (continued)****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 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 26.

**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.

**(b) FAIR VALUE****Fair Value Measurements**

The fair values of financial assets and financial liabilities shown in Note 26 are determined as follows:

- Due to the short-term nature of current 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.
- Funds under management 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).
- Fair value of unlisted shares that are not traded in an active market are measured either at independent valuation or at cost, which is assumed to approximate fair value where an unobservable input cannot be measured reliably.
- 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 (2017: 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.



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**26 FINANCIAL INSTRUMENTS (continued)****Fair Value Hierarchy**

	2018	2017	2018	2017	2018 Fair Value Hierarchy			2017 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
<b>Financial Assets</b>										
Cash and cash equivalents	133,406	53,052	133,406	53,052	-	-	-	-	-	-
Receivables	22,839	24,382	22,839	24,382	-	-	-	-	-	-
Loans advanced	450	450	442	442	-	-	-	-	-	-
Unlisted securities (unrestricted)	28,020	26,135	28,020	26,135	-	24,833	3,187	-	16,110	10,025
Funds under management (unrestricted)	332,780	350,023	332,780	350,023	332,780	-	-	348,025	1,998	-
Funds under management (restricted)	134,714	137,491	134,714	137,491	134,714	-	-	137,491	-	-
<b>Total Financial Assets</b>	<b>652,209</b>	<b>591,533</b>	<b>652,201</b>	<b>591,525</b>	<b>467,494</b>	<b>24,833</b>	<b>3,187</b>	<b>485,516</b>	<b>18,108</b>	<b>10,025</b>
<b>Financial Liabilities</b>										
Payables	14,680	16,241	14,680	16,241	-	-	-	-	-	-
Borrowings	31,736	52,594	38,287	59,890	38,287	-	-	59,890	-	-
<b>Total Financial Liabilities</b>	<b>46,416</b>	<b>68,835</b>	<b>52,967</b>	<b>76,131</b>	<b>38,287</b>	<b>-</b>	<b>-</b>	<b>59,890</b>	<b>-</b>	<b>-</b>

**Valuation Techniques**

The Fair Value Hierarchy reflects the following level 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 (i.e. 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.

**Fair Value Measurement Using Significant Unobservable Inputs (Level 3)**

	2018 \$'000	2017 \$'000
<b>Unlisted securities (unrestricted)</b>		
Opening Balance	10,025	1,425
Fair Value Movement through Profit and Loss	(6,838)	8,600
<b>Closing Balance</b>	<b>3,187</b>	<b>10,025</b>

The gain included in profit and loss relates to the revaluation of unlisted securities, determined by an independent valuer, based on observable inputs and an unobservable input (discount factor of 30%), reported within the net operating result.

The University's sensitivity to a 5% increase or decrease in the unobservable input on discount factor at reporting date would result in a decrease or increase in net operating result of \$0.488 million (2017: \$0.614 million) respectively.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**27 KEY MANAGEMENT PERSONNEL DISCLOSURES****(a) 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**

Dr Andrew Crane (ceased 31 March 2018)

Ms Elisa Fear (commenced 1 April 2018)

Mr Damian Gordon (commenced 1 April 2018)

Mr Alex Jones (ceased 31 March 2018)

Mr Michael Lishman

**Member nominated by the Minister for Education and Training**

Vacant

**Member who is the Vice-Chancellor**

Professor Deborah Terry, Vice-Chancellor

**Member elected by full-time academic staff**

Professor Glenda Scully

**Member elected by full-time general staff**

Mr Andrew McLean

**Co-opted Members**

Mr Colin Beckett, Chancellor (ceased 31 December 2018)

Dr Andrew Crane (commenced 1 April 2018, Chancellor from 1 January 2019)

Dr Vanessa Guthrie

Mr Steve Scudamore

Mr Gene Tilbrook (ceased 31 March 2018)

Ms Sue Wilson, Pro Chancellor

**Member who is the Chairperson of the Academic Board**

Professor Linley Lord (ceased 31 March 2018)

Professor Dale Pinto (commenced 1 April 2018)

**Members elected by students**

Ms Romana-Rea Begicevic (postgraduate student commenced 1 April 2018)

Mr Sebastian Davies-Slate (postgraduate student ceased 31 March 2018)

Ms Finlay Nolan (undergraduate student commenced 1 April 2018)

Mr Liam O'Neill (undergraduate student ceased 31 March 2018)

**Members elected by the graduates of the University**

Vacant

Vacant

**(b) Other key management personnel**

In addition to Professor Terry, the following persons also had authority and responsibility for planning, directing and controlling the activities of Curtin University during the financial year:

Professor John Cordery

Professor Jill Downie

Ms Val Raubenheimer

Mr Ian Callahan

Professor Archie Clements (commenced 17 April 2018)

Professor James Mienczakowski

Professor Robert Evans (ceased 30 March 2018)

Professor Nigel de Bussy

Professor Jeremy Kilburn (commenced 25 September 2018)

Mr Alistair Donald (commenced 1 October 2018)

Professor Michael Berndt (ceased 27 April 2018)

Professor Andris Stelbovics (ceased 31 July 2018)

Professor Alan Dench

Mr David Menarry

Mr Marco Schultheis

Professor Chris Moran

Professor Seth Kunin

Professor John Evans (commenced 1 May 2018)

Professor Linley Lord (commenced 9 April 2018)

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**27 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)****(c) Remuneration of Members of the Accountable Authority and Senior Officers****Remuneration of Members of the Accountable Authority**

	2018 Number	2017 Number
Nil - \$10,000	4	3
\$10,001 - \$20,000	1	4
\$20,001 - \$30,000	4	1
\$30,001 - \$40,000	1	4
\$40,001 - \$50,000	2	-
\$50,001 - \$60,000	1	1
\$80,001 - \$90,000	-	1
\$90,001 - \$100,000	1	-
\$100,001 - \$110,000	1	-
\$140,001 - \$150,000	1	1
\$190,001 - \$200,000	-	1
\$240,001 - \$250,000	2	1
\$901,000 - \$910,000	-	1
\$970,001 - \$980,000	1	-

**Remuneration of Senior Officers**

	2018 Number	2017 Number
\$60,001 - \$70,000	-	1
\$90,001 - \$100,000	1	-
\$110,001 - \$120,000	2	1
\$140,001 - \$150,000	1	-
\$160,001 - \$170,000	1	-
\$230,001 - \$240,000	-	1
\$240,001 - \$250,000	1	-
\$270,001 - \$280,000	1	-
\$280,001 - \$290,000	1	-
\$320,001 - \$330,000	1	-
\$330,001 - \$340,000	1	-
\$340,001 - \$350,000	-	1
\$370,001 - \$380,000	-	1
\$390,001 - \$400,000	2	3
\$400,001 - \$410,000	1	2
\$410,001 - \$420,000	-	1
\$430,001 - \$440,000	2	2
\$460,001 - \$470,000	1	-
\$480,001 - \$490,000	1	-
\$500,001 - \$510,000	-	2
\$510,001 - \$520,000	-	1
\$540,001 - \$550,000	1	-
\$590,001 - \$600,000	1	-

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**(d) Key management personnel compensation**

	2018 \$'000	2017 \$'000
Short-term employee benefits	6,698	6,237
Post-employment benefits	641	953
Other long-term benefits	1,051	603
<b>Total key management personnel compensation</b>	<b>8,390</b>	<b>7,793</b>

**28 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:

	2018 \$'000	2017 \$'000
<b>(a) Audit and review of the Financial Statements</b>		
<b>Fees paid to the Office of the Auditor General</b>	287	287
<b>(b) Other audit and assurance services<sup>1</sup></b>		
Fees paid to the Office of the Auditor General	14	14
Australian Government - Department of Agriculture	1	-
Casilli Holdings Pty Ltd	27	34
Independent Appraisal	1	-
Nexia Edwards Marshall	10	11
SAI Global Limited	6	7
CQR Consulting	11	-
<b>Total fees paid for other audit services</b>	<b>70</b>	<b>66</b>
<b>Total Remuneration of Auditors</b>	<b>357</b>	<b>353</b>

<sup>1</sup> Other audit and assurance services are related to compliance audits and research project audits.

**29 RELATED PARTIES****(a) Key management personnel**

Disclosures relating to Members of the Accountable Authority and Senior Officers are set out in Note 27.

The University had no material related party transactions with Council Members/Senior Officers or their close family members or their controlled (or jointly controlled) entities for disclosure.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**29 RELATED PARTIES (continued)****(b) Transactions with related parties**

The following transactions occurred with related parties:

Transaction Type	2018 \$'000	2017 \$'000
Purchases of goods and services		
- Curtin Student Guild	4,286	4,450
- Associates	-	300
Revenue for providing services		
- Curtin Student Guild	435	1,647
- Associates	1,541	2,276

The following balances are outstanding at the reporting date in relation to transactions with related parties:

Transaction Type	2018 \$'000	2017 \$'000
Receivable at 31 December		
- Curtin Student Guild	1	554
- Associates	482	-
Payable at 31 December		
- Curtin Student Guild	6	21

**(c) Loans to Associates**

Refer Note 30.

**30 JOINT OPERATIONS AND ASSOCIATES****Companies**

The University invests in a number of unlisted companies which are established to commercialise intellectual property.

Details of the University's significant associates at 31 December 2018 are listed below. The University's associates have not been equity accounted for in the University's financial statements because they are not considered material.

Name of entity	Country of incorporation	Carrying value of Investment		Equity holding	
		2018 \$'000	2017 \$'000	2018 %	2017 %
<b>Associates</b>					
HiSeis Pty Ltd	Australia	191	275	10	44
iCetana Pty Ltd	Australia	600	600	22	24
Renergi Pty Ltd	Australia	1	1	48	48
<b>Loans to Associates</b>					
Balance at beginning of year				450	450
Loans advanced				-	-
Loans repayment received				-	-
Loans impaired				-	-
Interest charged				-	-
Interest received				-	-
Balance at end of year				450	450

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**31 CONTINGENT LIABILITIES AND CONTINGENT ASSETS****(a) Contingent Liabilities****Legal Actions**

The University is exposed to legal actions that arise in the course of the University's normal operations. The University does not believe that these legal actions, if successful, would result in material loss. There are no other contingent liabilities.

**(b) Contingent Assets**

The University had no material contingent assets at the reporting date.

**32 COMMITMENTS**

	2018 \$'000	2017 \$'000
<b>(a) Capital commitments</b>		
Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:		
<b>Property, Plant and Equipment</b>		
Within one year	38,837	36,557
Between one and five years	-	-
Later than five years	-	-
<b>Total capital commitments</b>	38,837	36,557
<b>(b) Lease commitments</b>		
<b>Operating leases</b>		
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	9,507	9,952
Between one and five years	17,734	12,358
Later than five years	42,897	42,604
<b>Total future minimum lease payments</b>	70,138	64,914
<b>(c) Other expenditure commitments</b>		
Commitments in relation to purchase orders are payable as follows:		
Within one year	41,815	15,442

All the above commitments are inclusive of GST where applicable.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**33 EVENTS OCCURRING AFTER REPORTING DATE**

There are no events occurring after the reporting date that require disclosure or adjustment to the financial statements.

**34 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 direct 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.

	2018 \$'000	2017 \$'000
<b>Reconciliation of the present value of the defined benefit obligation</b>		
Present value of defined benefit obligations at beginning of the year	654	764
Current service cost	-	-
Interest cost	15	20
Actuarial loss/(gain)	(54)	(16)
Benefits paid	(103)	(114)
Present value of defined benefit obligations at end of the year	512	654
<b>Reconciliation of the fair value of assets</b>		
Fair value of assets at beginning of the year	-	-
Employer contributions	103	114
Benefits paid	(103)	(114)
Fair value of assets at end of the year	-	-
<b>Reconciliation of the assets and liabilities recognised in the Statement of Financial Position</b>		
Present value of defined benefit obligation	512	654
Fair value of assets	-	-
Net liability	512	654
<b>Liability recognised in the Statement of Financial Position as:</b>		
Current	93	110
Non-current	419	544
	512	654
<b>Expense recognised in the Statement of Comprehensive Income</b>		
Interest cost	15	20
Actuarial loss/(gain)	(54)	(16)
Superannuation expense/(benefit)	(39)	4

**Assets**

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

**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.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**34 DEFINED BENEFIT SUPERANNUATION PLANS (continued)****(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 8.7 years (2017: 9.0 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.

	2018 \$'000	2017 \$'000
<b>Reconciliation of the present value of the defined benefit obligation</b>		
Present value of defined benefit obligations at beginning of the year	62,003	61,574
Current service cost	-	-
Interest cost	1,400	1,546
Actuarial loss/(gain) arising from changes in financial assumptions	(677)	1,422
Actuarial loss/(gain) arising from liability experience	(646)	2,936
Benefits paid	(5,432)	(5,475)
Present value of defined benefit obligations at end of the year	56,648	62,003

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 below).

**Reconciliation of the fair value of Scheme assets**

Fair value of scheme assets at beginning of the year	-	-
Employer contributions	5,432	5,475
Benefits paid	(5,432)	(5,475)
Fair value of Scheme assets at end of the year	-	-

**Reconciliation of the net liability recognised in the Statement of Financial Position**

Present value of defined benefit obligations	56,648	62,003
Fair value of the Scheme assets	-	-
Net liability	56,648	62,003
Fair value of reimbursement rights	56,648	62,003
Total net liability/(asset) in the Statement of Financial Position	-	-

Present value of defined benefit obligations/reimbursement rights is recognised as:

Current	3,809	4,023
Non-current	52,839	57,980
	56,648	62,003

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**34 DEFINED BENEFIT SUPERANNUATION PLANS (continued)**

	2018 \$'000	2017 \$'000
<b>Expense recognised in the Statement of Comprehensive Income</b>		
Current service cost	-	-
Interest cost	1,400	1,546
Reimbursement rights adjustments	(1,074)	(1,160)
Deferred superannuation expense	326	386
<b>Actuarial loss/(gain) recognised in Other Comprehensive Income</b>		
Actuarial loss/(gain) arising from changes in financial assumptions	(677)	1,422
Actuarial loss/(gain) arising from liability experience	(646)	2,936
Reimbursement rights adjustments	1,323	(4,358)
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; and
- No asset-liability matching strategies.

**Significant actuarial assumptions used in determining defined benefit obligation**

% per annum	2018	2017
Discount rate (active members)	2.47%	2.36%
Discount rate (pensioners)	2.47%	2.36%
Expected salary increase rate	1.10%	1.50%
Expected pension increase rate	2.50%	2.50%

The discount rate is based on the Government bond maturing in April 2026. The decrement rates used (e.g. mortality and retirement rates) are based on those used at the last actuarial valuation for the Schemes.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**34 DEFINED BENEFIT SUPERANNUATION PLANS (continued)**

	2018 \$'000	2017 \$'000	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000
<b>Historical Information</b>						
Present value of defined benefit obligation	56,648	62,003	61,574	64,569	68,120	64,261
Fair value of Scheme assets	-	-	-	-	-	-
Deficit in Scheme assets	56,648	62,003	61,574	64,569	68,120	64,261
Experience adjustments (gain)/loss - Scheme assets	-	-	-	-	-	-
Experience adjustments (gain)/loss - Scheme liabilities	(646)	2,936	(332)	(1,005)	2,017	921

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

	2019 \$'000	2018 \$'000
<b>Expected Contributions</b>		
Expected employer contributions	5,116	5,423

**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 24).

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 16).

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.

**(c) Unisuper Defined Benefit Plan****Scheme information**

The UniSuper Defined Benefit Plan (DBP) 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 \$66.053 million (2017: \$65.338 million) were charged as an expense under employee benefits (refer Note 10) as they fell due.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
for the year ended 31 December 2018

**35 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE**

(a) Education – CGS and Other Education Grants

	Commonwealth Grants Scheme <sup>1</sup>		Indigenous Support Program		Disability Support Program		Partnership & Participation Program <sup>2</sup>		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in CASH during the reporting period	249,133	244,370	1,187	948	171	149	4,231	4,220	254,722	249,687
Net accrual adjustments	190	(515)	-	-	-	-	-	-	190	(515)
Revenue for the period	249,323	243,855	1,187	948	171	149	4,231	4,220	254,912	249,172
Surplus/(deficit) from the previous year	-	-	-	-	(705)	(521)	-	3,352	(705)	2,831
Total revenue including accrued revenue	249,323	243,855	1,187	948	(534)	(372)	4,231	7,572	254,207	252,003
Less expenses including accrued expenses	(249,323)	(243,855)	(1,187)	(948)	(380)	(333)	(4,237)	(7,572)	(255,127)	(252,708)
Surplus/(deficit) for reporting period	-	-	-	-	(914)	(705)	(6)	-	(920)	(705)

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

<sup>2</sup> Includes Equity Support Program.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
for the year ended 31 December 2018

(b) Higher Education Loan Programs (excl OS-HELP)

	HECS-HELP		FEE-HELP <sup>3</sup>		SA-HELP		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in CASH during the reporting period	161,455	154,476	22,324	23,010	2,338	2,215	186,117	179,701
Net accrual adjustments	(1,514)	(1,315)	133	731	336	373	(1,045)	(211)
Revenue for the period	159,941	153,161	22,457	23,741	2,674	2,588	185,072	179,490
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	159,941	153,161	22,457	23,741	2,674	2,588	185,072	179,490
Less expenses including accrued expenses	(159,941)	(153,161)	(22,457)	(23,741)	(2,674)	(2,588)	(185,072)	(179,490)
Surplus/(deficit) for reporting period	-	-	-	-	-	-	-	-

<sup>3</sup> Program is in respect of FEE-HELP for Higher Education only and excludes funds received in respect of VET FEE-HELP.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**35 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)****(c) (i) Research Training Program**

	Research Training Program <sup>4</sup>		Australian Postgraduate Awards		International Postgraduate Research Scholarships		Commonwealth Education Cost Scholarships <sup>5</sup>		Commonwealth Accommodation Scholarships <sup>5</sup>		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received/(refunded) in CASH during the reporting period	25,872	25,313	-	-	-	-	242	72	41	-	26,155	25,385
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	25,872	25,313	-	-	-	-	242	72	41	-	26,155	25,385
Surplus/(deficit) from the previous year	1,213	-	-	(1,030)	-	(1,615)	-	-	-	-	1,213	(2,645)
Total revenue including accrued revenue	27,085	25,313	-	(1,030)	-	(1,615)	242	72	41	-	27,368	22,740
Less expenses including accrued expenses	(26,840)	(24,100)	-	1,030	-	1,615	(201)	(72)	(41)	-	(27,082)	(21,527)
Surplus/(deficit) for reporting period	245	1,213	-	-	-	-	41	-	-	-	286	1,213

<sup>4</sup> The reported surplus for the Research Training Program of \$0.245 million for 2018 is expected to be rolled over for future use by the University.

<sup>5</sup> Commonwealth Education Cost and Commonwealth Accommodation Scholarships are combined here, and includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships and Indigenous Scholarship (ICECS, IECECS, ICAS and IECAS) respectively.

**(ii) Total Higher Education Provider Research Training Program expenditure<sup>6</sup>**

	Total domestic students \$'000	Total overseas students \$'000
Research Training Program Fees offsets	15,455	563
Research Training Program Stipends	7,811	895
Research Training Program Allowances	987	1,129
Total for all types of support <sup>7</sup>	24,253	2,587

<sup>6</sup> Please refer to the Commonwealth Scholarship Guidelines for expenditure definitions for the Research Training Program.

<sup>7</sup> The total for all types of support for domestic and overseas students is expected to match the Research Training Program expenses, including accrued expenses in Note 35c in respect to the 2018 year.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
for the year ended 31 December 2018

**35 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**

**(d) Research Support Program**

	Research Support Program		Sustainable Research Excellence in Universities		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in CASH during the reporting period	19,795	18,763	-	-	19,795	18,763
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	19,795	18,763	-	-	19,795	18,763
Surplus/(deficit) from the previous year	-	-	-	(317)	-	(317)
Total revenue including accrued revenue	19,795	18,763	-	(317)	19,795	18,446
Less expenses including accrued expenses	(19,795)	(18,763)	-	317	(19,795)	(18,446)
Surplus/(deficit) for reporting period	-	-	-	-	-	-

**(e) Australian Research Council Grants**

**(i) Discovery**

	Projects <sup>7</sup>		Fellowships		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in CASH during the reporting period	8,532	7,110	3,879	2,227	12,411	9,337
Net accrual adjustments	401	316	-	-	401	316
Revenue for the period	8,933	7,426	3,879	2,227	12,812	9,653
Surplus/(deficit) from the previous year	161	107	2,866	2,169	3,027	2,276
Total revenue including accrued revenue	9,094	7,533	6,745	4,396	15,839	11,929
Less expenses including accrued expenses	(7,920)	(7,372)	(2,558)	(1,530)	(10,478)	(8,902)
Surplus/(deficit) for reporting period	1,174	161	4,187	2,866	5,361	3,027

<sup>7</sup> Includes Early Career Researcher Award.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
for the year ended 31 December 2018

**35 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**

**(e) Australian Research Council Grants (continued)**

**(ii) Linkages**

	Infrastructure		Projects		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in CASH during the reporting period	403	377	3,883	3,186	4,286	3,563
Net accrual adjustments	25	286	(30)	47	(5)	333
Revenue for the period	428	663	3,853	3,233	4,281	3,896
Surplus/(deficit) from the previous year	(103)	(573)	72	168	(31)	(405)
Total revenue including accrued revenue	325	90	3,925	3,401	4,250	3,491
Less expenses including accrued expenses	(378)	(193)	(3,515)	(3,329)	(3,893)	(3,522)
Surplus/(deficit) for reporting period	(53)	(103)	410	72	357	(31)

**(iii) Centres**

	Centres		Other		Total	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Financial assistance received in CASH during the reporting period	934	1,375	42	123	976	1,498
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	934	1,375	42	123	976	1,498
Surplus/(deficit) from the previous year	386	(41)	(369)	(448)	17	(489)
Total revenue including accrued revenue	1,320	1,334	(327)	(325)	993	1,009
Less expenses including accrued expenses	(733)	(948)	(31)	(44)	(764)	(992)
Surplus/(deficit) for reporting period	587	386	(358)	(369)	229	17



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2018

**35 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**

	2018 \$'000	2017 \$'000
<b>(f) OS-HELP</b>		
Cash received during the reporting period	1,409	2,449
Cash spent during the reporting period	(1,409)	(2,449)
Net cash received	-	-
Cash surplus/(deficit) from the previous period	-	-
Cash surplus/(deficit) for the reporting period	-	-
<b>(g) Higher Education Superannuation Program</b>		
Cash received during the reporting period	4,895	5,748
University contribution in respect of current employees	326	386
Cash available	5,221	6,134
Cash surplus/(deficit) from the previous period	(198)	58
Cash available for current period	5,023	6,192
Contributions to specified defined benefit funds	(4,718)	(6,390)
Cash surplus/(deficit) for the reporting period	305	(198)
<b>(h) Student Services and Amenities Fee</b>		
Unspent/(Overspent) revenue from previous period	(343)	1,793
SA-HELP revenue earned	2,674	2,588
Student Services and Amenities Fees direct from students	3,150	3,074
Total revenue expendable in period	5,481	7,455
Student Services expenses during period	(5,696)	(7,798)
Unspent/(Overspent) Student Services Revenue	(215)	(343)

**REPORT BY THE MEMBERS OF THE UNIVERSITY COUNCIL**

The members of the University Council present their report for the year ended 31 December 2018.

**MEMBERS**

The following persons were members of the Council of Curtin University during the year ended 31 December 2018:

**Members appointed by Governor in Council**

Dr Andrew Crane (ceased 31 March 2018)

Ms Elisa Fear (commenced 1 April 2018)

Mr Damian Gordon (commenced 1 April 2018)

Mr Alex Jones (ceased 31 March 2018)

Mr Michael Lishman

**Member who is the Vice-Chancellor**

Professor Deborah Terry AO, Vice-Chancellor

**Co-opted Members**

Mr Colin Beckett, Chancellor (ceased 31 December 2018)

Dr Andrew Crane (commenced 1 April 2018, Chancellor from 1 January 2019)

Dr Vanessa Guthrie

Mr Steve Scudamore

Mr Gene Tilbrook (ceased 31 March 2018)

Ms Sue Wilson, Pro Chancellor

**Member elected by full-time academic staff**

Professor Glenda Scully

**Members elected by the graduates of the University**

Vacant

Vacant

**Member elected by full-time general staff**

Mr Andrew McLean

**Member who is the Chairperson of Academic Board**

Professor Linley Lord (ceased 31 March 2018)

Professor Dale Pinto (commenced 1 April 2018)

**Members elected by Students**

Ms Romana-Rea Begicevic (postgraduate student commenced 1 April 2018)

Mr Sebastian Davies-Slate (postgraduate student ceased 31 March 2018)

Ms Finlay Nolan (undergraduate student commenced 1 April 2018)

Mr Liam O'Neill (undergraduate student ceased 31 March 2018)

## Report by the Members of the University Council (continued)

### Meetings of Members

The number of meetings of the University Council and of each committee of Council held during the year ended 31 December 2018, and the number of meetings attended by each member were:

MEMBERS	COUNCIL MEETINGS		MEETINGS OF COMMITTEES <sup>1</sup>													
	ATTENDED	HELD	AUDIT & COMPLIANCE		EXECUTIVE			FINANCE		LEGISLATIVE <sup>2</sup>		NOMINATIONS		UNIVERSITY COUNCIL HEALTH AND SAFETY <sup>3</sup>		
			ATTENDED	HELD	ATTENDED	HELD		ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	
Mr Colin Beckett, Chancellor <sup>3</sup>	6	7			7	7							2	2	3	3
Ms Romana-Rea Begicevic	5	5														
Dr Andrew Crane	6	7			5	7							1	2		
Mr Sebastian Davies-Slate	2	2														
Prof Paul Fairall (co-opted)										2	2					
Ms Beth Gordon (co-opted)								9	9							
Mr Damian Gordon	5	5						9	9							
Dr Vanessa Guthrie	6	7			4	5		8	9				2	2	2	2
Mr Alex Jones	1	2	2	2												
Mr Michael Lishman	6	7			0	2				2	2				1	1
Prof Linley Lord	2	2			2	2										
Mr Andrew McLean	7	7													2	3
Ms Finlay Nolan	4	5													1	1
Mr Liam O'Neill	2	2													1	1
Prof Dale Pinto	5	5			4	5				2	2					
Mr Steve Scudamore <sup>4</sup>	6	7	5	5	3	7							1	2		
Prof Glenda Scully	5	7						8	9							
Mr David Southam (co-opted)			5	5												
Prof Deborah Terry AO, Vice-Chancellor <sup>4</sup>	7	7	5	5	7	7		9	9	2	2				3	3
Mr Gene Tilbrook	2	2			2	2		2	2							
Ms Elisa Fear	4	5						6	9							
Ms Sue Wilson, Pro Chancellor <sup>3</sup>	4	7	5	5	7	7							2	2		

<sup>1</sup> 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 by Council or respective committees of Council.

<sup>2</sup> The Legislative Committee only meets when necessary.

<sup>3</sup> Also a member of the Curtin University Foundation Board.

<sup>4</sup> Also a member of the Curtin University Foundation Board and Kalgoorlie Campus Council.

## Report by the Members of the University Council (continued)

### Principal activities

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

- (a) to provide courses of study appropriate to a university, and other tertiary courses, and to aid the advancement, development and practical application of knowledge;
- (b) to encourage and participate in the development and improvement of tertiary education whether on a full or part-time basis; and
- (c) 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.

### Review of operations

The net operating result for the year ended 31 December 2018 was \$26.417 million (2017: \$79.605 million).

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

- Chancellor's Foreword
- Vice-Chancellor's Report
- Report on Operations
- Report on Performance

### 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.

## Report by the Members of the University Council (continued)

### 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 its Committees and Officers of the University.

### Proceedings on behalf of Curtin University

No material legal proceedings were initiated by the University during 2018.

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



**Dr Andrew Crane**

Chancellor

Curtin University, Bentley, Perth, WA

Dated this 20th day of March 2019

# CURTIN'S 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's performance, and fairly represent the performance of Curtin University for the financial year ended 31 December 2018.



**Andrew Crane**  
Chancellor



**Deborah Terry AO**  
Vice-Chancellor

On behalf of the University Council Dated this 20th day of March 2019

## INTRODUCTION

Curtin’s mission statement, to transform lives and communities through education and research, reflects the University’s purpose. To achieve this mission and its 2030 vision to be a recognised global leader in research, education and engagement, the University assesses performance across a series of outcome components and key performance indicators related to: student demand for Curtin courses, the experience of its students and the reputation of its graduates; research performance; industry engagement; staff engagement; diversity and equity; global reputation; and the financial sustainability of its teaching and learning activities. These are set out in a balanced scorecard framework over six interdependent Strategic Plan themes to provide a holistic view of the University’s performance.

The selection of indicators reflects those that are designed to demonstrate progress towards achieving targets as outlined in the Curtin Strategic Plan (2017–2020) and Enabling Plan. Performance indicators are classified as either effectiveness or efficiency.

A summary of the Outcome Components and Key Performance Indicators is provided below.

### OUTCOME COMPONENTS

### KEY PERFORMANCE INDICATORS

#### LEARNING AND STUDENT EXPERIENCE

1. Student Demand and Quality	1.1 Curtin market share of WA university students – total commencements, TISC first preferences and commencements with ATAR ≥95
2. Student Experience	2.1 Student satisfaction (SES) – undergraduate students 2.2 Retention rate – undergraduate students
3. Graduate Outcomes	3.1 Domestic graduate employment rates
4. Student Equity	4.1 Percentage of total domestic enrolments – regional and remote students 4.2 Total enrolments - Indigenous students

#### RESEARCH AND INNOVATION

5. Research Performance	5.1 Publications per Research Only/Teaching and Research staff FTE 5.2 Total research income (Category 1 - 4) 5.3 Completion numbers – Higher Degree by Research (HDR) students
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#### ENGAGEMENT AND IMPACT

6. Industry Engagement	6.1 Category 3 and 4 industry income and industry scholarships
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#### PEOPLE AND CULTURE

7. Staff Engagement	7.1 YourVoice survey results – Passion/Engagement and Progress
8. Diversity and Equity	8.1 Number of Indigenous staff and internships 8.2 Staff gender balance

#### GLOBAL POSITIONING

9. International Reputation	9.1 International co-authorship 9.2 ARWU ranking
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#### SUSTAINABLE FUTURE

10. Financial Sustainability	10.1 Teaching and Learning (T&L) expenditure per EFTSL 10.2 Revenue from non-Commonwealth sources
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## LEARNING AND STUDENT EXPERIENCE

### Outcome Component: 1. Student Demand and Quality

Monitoring the market share of Total Commencements provides an assessment of the strength of student demand across all student cohorts. Tertiary Institutions Service Centre (TISC) first preferences indicate WA domestic student demand for Curtin undergraduate courses, and the share of high (above 95%) Australian Tertiary Admission Rank (ATAR) enrolment indicates the calibre of domestic undergraduate students enrolling into Curtin courses. Taken together, the measures reflect the value and reputation of Curtin courses in the WA university sector.

### Key Performance Indicator: 1.1 Curtin market share of WA university students – Total Commencements, TISC First Preferences and Commencements with ATAR ≥95

**Classification:** Effectiveness measure

**Benchmark gauge:** Comparison of Curtin’s market share against previous years reflects the growth/changes in demand for Curtin courses and the quality of its domestic undergraduate students.

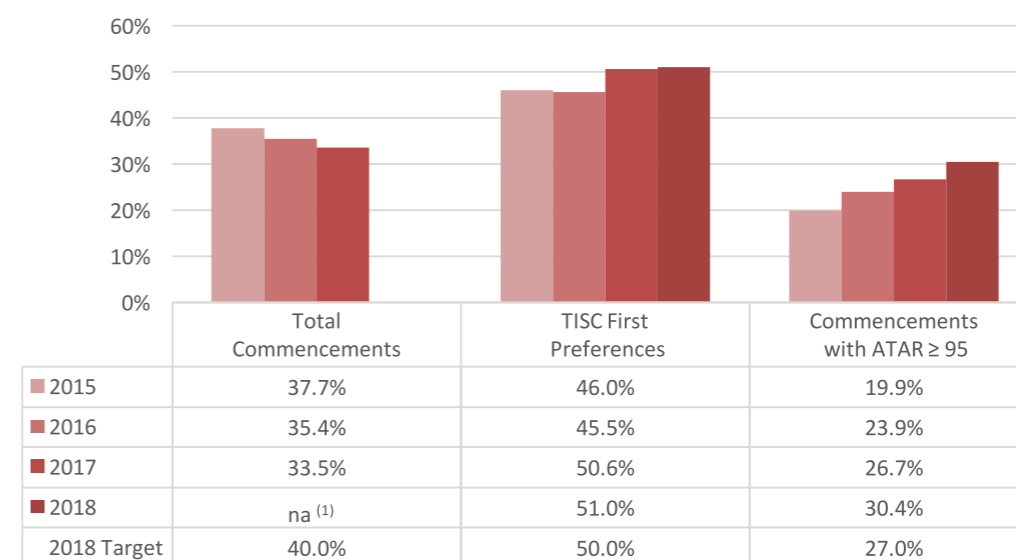
**Total Commencements** is the per cent of all commencing students (undergraduate, postgraduate and others) enrolled at one of the five universities in Western Australia as measured with data published by the Department of Education and Training (DET), Canberra.

**TISC First Preferences** measures Curtin’s market share in first preferences received through TISC. TISC is operated by the four major public universities in Western Australia to facilitate domestic undergraduate applications. The University of Notre Dame (UND) is a private institution and hence does not utilise TISC, but considers direct entry for all student applications.

**Commencements with ATAR ≥95** is the per cent of TISC and non-TISC (UND) applicants with a high ATAR score (≥95) who enrolled at one of the five major universities in Western Australia. An imputed enrolment of high ATAR students is calculated for the University of Notre Dame based on the TISC application data.

Performance in 2018 is above target and above 2017 performance for both TISC First Preferences and Commencements with ATAR ≥95. Total Commencement data for 2018 is currently unavailable, although historically Curtin’s performance has been stable.

### CURTIN MARKET SHARE OF WA UNIVERSITY STUDENTS



Data source: 2015–2017 Total Commencements data, Department of Education and Training; 2015–2018 TISC First Preferences and Commencements with ATAR ≥95, Curtin’s internal systems.

Notes:

(1) Total Commencements data for 2018 is not yet available due to timing of data collection and release by Department of Education and Training.

**Learning and Student Experience (continued)**

**Outcome Component: 2. Student Experience**

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

This effectiveness indicator provides an insight into the quality of overall student experience. The Student Experience Survey (SES) provides benchmarking opportunities to track performance against other Australian universities. These findings are useful as they enable the University to review and improve its learning and teaching quality and the educational experience at Curtin. Student satisfaction with courses provides insight into the quality of the student experience.

**Key Performance Indicator: 2.1 Student satisfaction (SES) – undergraduate students**

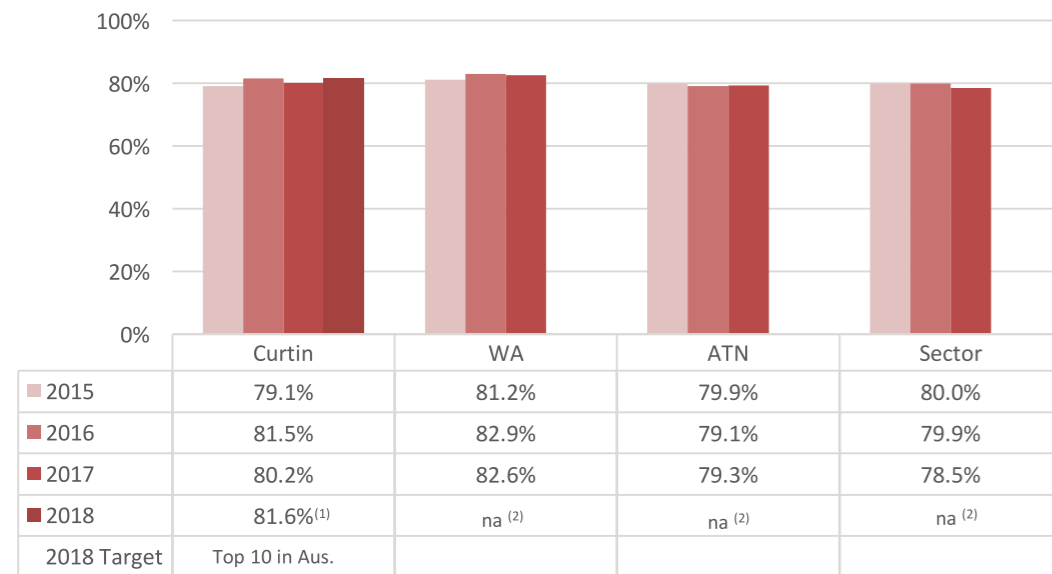
**Classification:** Effectiveness measure

**Benchmark gauge:** SES data on WA universities, Australian Technology Network (ATN) universities and the Higher Education sector.

The SES is funded by the Australian Government Department of Education and Training and was administered by the Social Research Centre (SRC) in 2016. SRC collects SES information from first year and final year onshore undergraduates on their student experience. In 2017, onshore postgraduates were surveyed for the first time. For consistency, the SES results below reflect the views of onshore undergraduates only. The SES measures five aspects of the student experience and includes an additional single item measure of overall student satisfaction with the quality of their educational experience. This question reads, 'Thinking about your <course>, overall how would you rate the quality of your entire educational experience this year?'. A student is considered satisfied if they answered either 'Good' or 'Excellent'.

The quality of educational experience has remained relatively stable since 2016.

**STUDENT SATISFACTION (SES) – UNDERGRADUATE STUDENTS**



Data source: 2015–2018 Curtin data, Curtin Tableau Report prepared and issued by the SRC; 2015–2017 WA, ATN & Sector averages derived by Curtin’s Market and Institutional Research (MIR) team, Office of Strategy and Planning, using national datasets supplied by the SRC.

Notes:  
 (1) In 2018 the number of domestic Curtin survey respondents was 7,241, domestic Curtin graduate population size was 15,278, and the response rate was 47.5 per cent. The margin of error was +/- .84 per cent at a 95 per cent confidence level.  
 (2) Benchmark data for 2018 is not yet available due to timing of data collection and release by the SRC.

**Learning and Student Experience (continued)**

**Key Performance Indicator: 2.2 Retention rate – undergraduate students**

**Classification:** Effectiveness measure

**Benchmark gauge:** WA universities, ATN universities and the Higher Education sector.

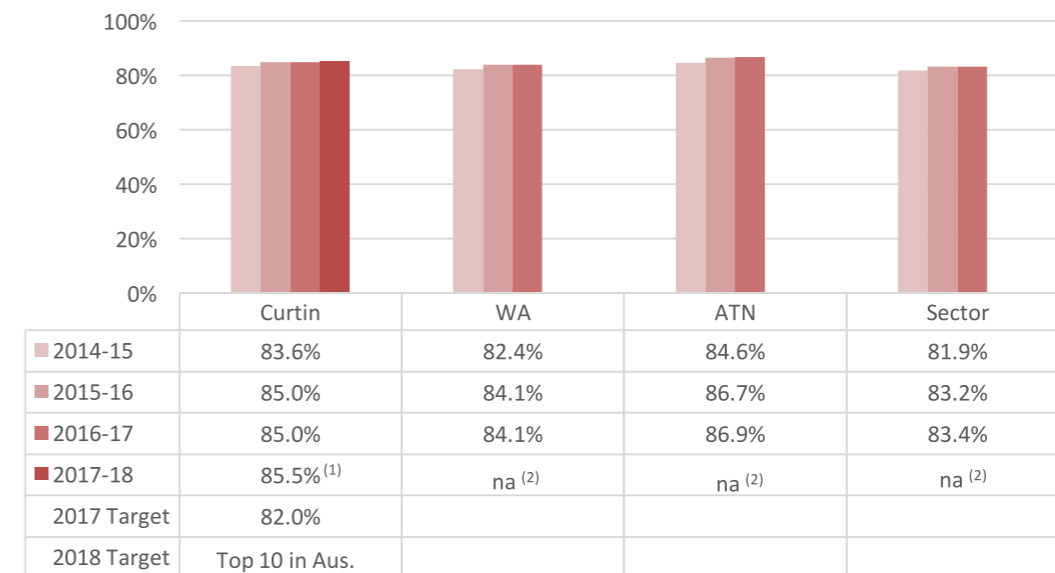
Minimising the attrition of students, as measured through student retention, allows the University to optimise its student load and revenue base and ensures students can fulfil their ambitions to obtain a university qualification.

High numbers of students retained from one year to the next demonstrates a strong level of student engagement with their studies, and provides a good indication that recruitment and support initiatives have been effectively deployed.

Retention is reported with one year lag, benchmark data is available only up to 2017–2018. Retention rates are affected by a multitude of factors including a student’s personal circumstances. Targets for retention rates are set to ensure Curtin’s performance remains at an acceptable level.

The retention rate of undergraduate students has remained stable. 2016–2017 is tracking below ATN average but above Sector and WA averages. Initiatives to address retention rate issues are in place and are expected to influence performance over the coming years.

**RETENTION RATE – UNDERGRADUATE STUDENTS**



Data source: 2014–2016 Retention data, Department of Education and Training.

Notes:  
 (1) The 2017–2018 percentage is derived using Curtin’s internal systems.  
 (2) Benchmark data for 2017–2018 is not available due to timing of data collection and release by Department of Education and Training.

**Learning and Student Experience (continued)**

**Outcome Component: 3. Graduate Outcomes**

Curtin aspires to have the highest graduate employment rates in Western Australia. The vision for Learning and Student Experience is to lead in education innovation and prepare graduates for the future. Measuring the employment rate of graduates indicates the level to which Curtin graduates are career-capable and sought after by industry. It should be noted that graduate employment rates are affected by external factors such as economic conditions and labour market cycles.

**Key Performance Indicator: 3.1 Domestic graduate employment rates**

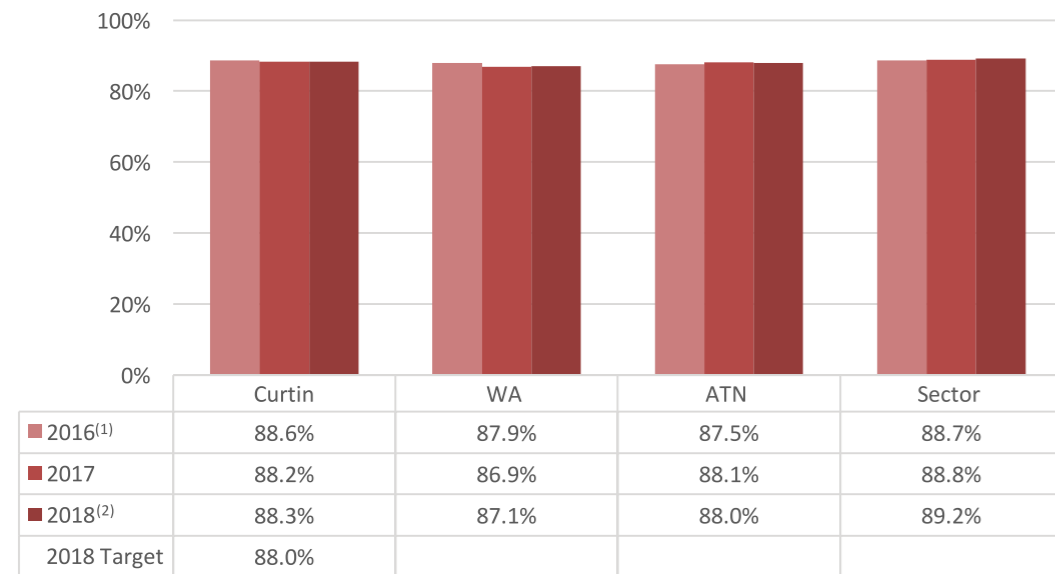
**Classification:** Effectiveness measure

**Benchmark gauge:** WA universities, ATN universities and the Higher Education sector.

The Graduate Outcomes Survey (GOS) is a national survey funded by the Australian Government Department of Education and Training, which collects information on graduates' labour market outcomes and further study activities. It replaced the Graduate Destination Survey (GDS) which was a component of the Australian Graduate Survey (AGS). GOS has been administered by the SRC from 2016 onwards and has been expanded to include domestic graduates in casual employment in addition to those in full-time or part-time employment. GOS is administered online to graduates of Australian higher education institutions about five months after their course completion at or via an Australian campus.

The domestic graduate employment rate has remained relatively stable and the 2018 target has been achieved.

**DOMESTIC GRADUATE EMPLOYMENT RATES**



Data source: 2016-2018 Curtin, WA, ATN and Sector data, Curtin UA GOS Tableau Report prepared and issued by the SRC.

Notes:

(1) 2016-2018 results are not directly comparable to results from 2015 and older as the survey instrument and methodology has changed (was AGS-GDS, now GOS).

(2) In 2018 the number of domestic Curtin survey respondents was 2,379, domestic Curtin graduate population size was 5,840 and the response rate was 40.7 per cent. The margin of error was +/-1.55 per cent at a 95 per cent confidence level.

**Learning and Student Experience (continued)**

**Outcome Component: 4. Student Equity**

Curtin, through its Student Equity Strategy, is committed to enhancing opportunities for people from diverse backgrounds to participate and succeed in higher education. A range of initiatives specifically addressing community outreach, access to Curtin and student equity support have been undertaken to facilitate a higher education environment that is inclusive and supportive of students from disadvantaged backgrounds, including Indigenous Australians and those from regional or remote communities.

**Key Performance Indicator: 4.1 Percentage of total domestic enrolments – regional and remote students**

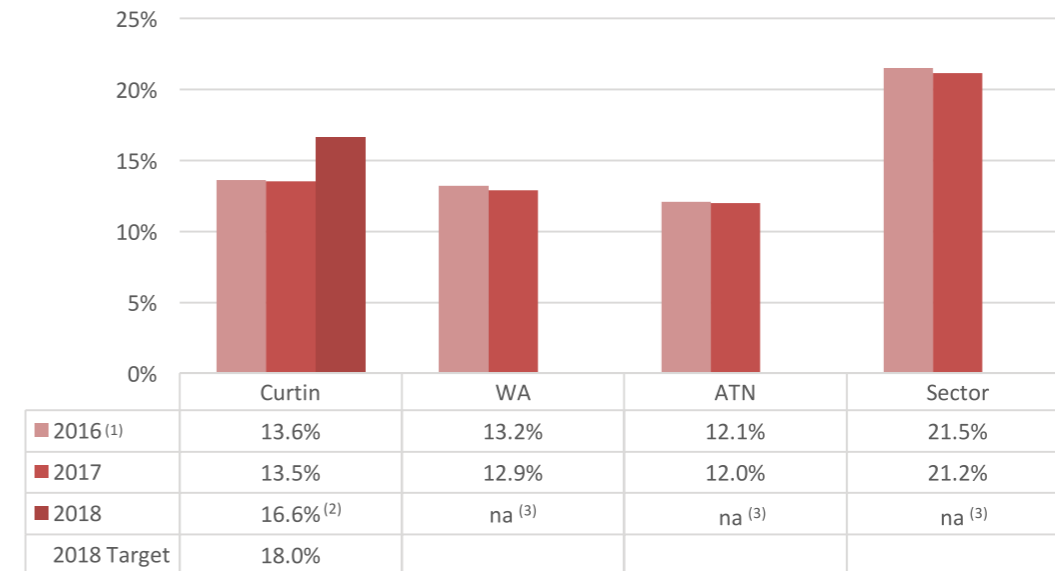
**Classification:** Effectiveness measure

**Benchmark gauge:** WA universities, ATN universities and the Higher Education sector.

Regional and remote student enrolments are measured as a proportion of total domestic enrolments. The categorisation takes into account whether a domestic student's permanent address is considered urban, regional or remote at the commencement of study.

In 2018, despite improving on its 2017 performance, the target was not achieved. 2018 benchmark data is as yet unavailable, however historical data shows that Curtin has remained ahead of WA and ATN averages, but below the sector average. Curtin's Addressing Higher Educational Access Disadvantage (AHEAD), an educational outreach program working with regional and remote participants through a range of online and face-to-face initiatives, is expected to improve performance over the coming years.

**PERCENTAGE OF TOTAL DOMESTIC ENROLMENTS – REGIONAL AND REMOTE STUDENTS**



Data source: 2016-2017 Equity groups data, Department of Education and Training.

Notes:

(1) No data was available in 2015 in Department of Education and Training report for student's permanent address at the commencement of study. The report only started this data in 2016.

(2) The 2018 percentage is derived using Curtin's internal systems.

(3) Benchmark data for 2018 is not available due to timing of data collection and release by Department of Education and Training.

**Learning and Student Experience (continued)**

**Key Performance Indicator: 4.2 Total enrolments – Indigenous students**

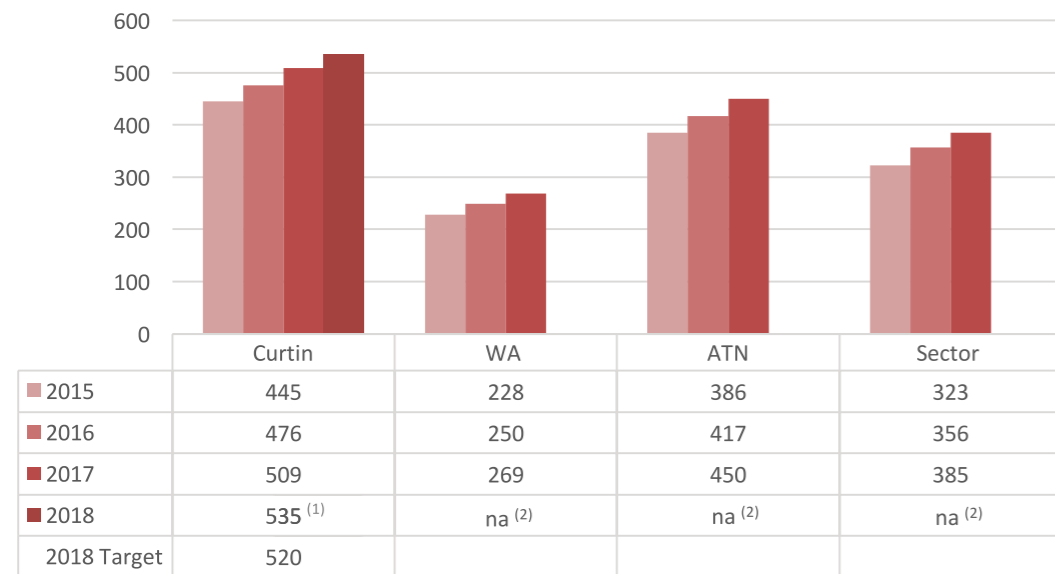
**Classification:** Effectiveness measure

**Benchmark gauge:** WA universities, ATN universities and the Higher Education sector.

This measure includes all Indigenous students enrolled at Curtin, both undergraduate and postgraduate. Indigenous students are those students who identify themselves as being of Aboriginal and/or Torres Strait Islander descent.

In 2018 the University increased its overall indigenous enrolment numbers and achieved the target. Historical trends show that Curtin has been performing well above WA, ATN and sector averages for this measure.

**TOTAL ENROLMENTS – INDIGENOUS STUDENTS**



Data source: 2015-2017 Indigenous students data, Department of Education and Training.

Notes:

(1) 2018 number is derived using Curtin’s internal systems.

(2) Benchmark data for 2018 is not available due to timing of data collection and release by Department of Education and Training.

**RESEARCH AND INNOVATION**

**Outcome Component: 5. Research Performance**

To be a leading international university, Curtin must have strong research capability and performance.

Curtin’s research performance is dependent on its capacity to conduct research activities. The number of publications produced by research-active staff and Higher Degree Research completions are an indication of research intensity and productivity.

Research income is an indicator of the University’s ability to attract research funding in a competitive environment and provides a proxy measure for national and international research performance.

**Key Performance Indicator: 5.1 Publications per Research Only/Teaching and Research staff FTE\***

**Classification:** Efficiency measure

**Benchmark gauge:** ATN universities and the Higher Education sector.

This measure provides an indication of the research productivity of Curtin research staff.

Publications are classified as the number of items in Clarivate’s Web of Science Core Collection indices with document type “Article” or “Review” via InCites. Staff full-time equivalent (FTE) includes all staff in “Teaching and Research” and “Research Only” functions. Staff FTE for the “Teaching and Research” function is calculated at 40 per cent of total FTE for the research function.

As data is reported with a year lag, benchmark data is only available up to 2017. Publication output per research staff FTE has grown steadily since 2015. Historical trends show that Curtin is tracking above ATN and sector averages. The University’s steady growth is due to numerous factors, aligned with Curtin’s strategic direction in research, which include a stronger focus on encouraging and supporting quality research outputs, leading to steady growth in scholarly journal articles over the last five years. Performance in forthcoming years is expected to grow due to significant investment in recruiting and retaining high quality researchers and in research infrastructure.

\*This indicator measures the efficiency of Curtin’s core service, research.

**PUBLICATIONS PER RESEARCH STAFF FTE**

	2015	2016	2017	2018	2017 Target	2018 Target
Curtin	3.6	3.8	4.1	na <sup>(1)</sup>	3.7	3.8
Average ATN Universities	2.7	2.8	3.0	na <sup>(1)</sup>		
Average Sector	2.4	2.5	2.6	na <sup>(1)</sup>		

Data source: 2015-2017 Publications InCites dataset, Web of Science schema;

2015-2017 Staff FTE data, Department of Education and Training.

Notes:

(1) 2018 staff FTE data is not available due to timing of data collection and release by Department of Education and Training.



**Research and Innovation (continued)**

**Key Performance Indicator: 5.2 Total research income (Category 1-4)**

**Classification:** Effectiveness measure

**Benchmark gauge:** ATN universities and the Higher Education sector.

Research income consists of four Higher Education Research Data Collection (HERDC) categories:

- Category 1 - Australian Competitive Grants
- Category 2 - Other Public Sector Research Income
- Category 3 - Industry and Other Research Income
- Category 4 - Cooperative Research Centre Research Income

Research performance outcomes are being targeted through strategic support for grant proposals, recruitment of high performing researchers, and improved success in Australian Research Council (ARC) fellowship and grant programs. These strategies are delivering improved research income performance.

As research income data is reported with a year lag, data is only available up to 2017. In 2017 the University achieved its target and continued to maintain twelfth place in Australia.

**TOTAL RESEARCH INCOME (HERDC CATEGORY 1-4)**

	2015	2016	2017	2018	2017 Target	2018 Target
Curtin	\$87.5m	\$86.8m	\$95.4m	na <sup>(1)</sup>	\$90.0m	\$95.0m
Average ATN Universities	\$73.1m	\$70.6m	\$78.3m	na <sup>(1)</sup>		
Average Sector	\$88.7m	\$90.1m	\$93.9m	na <sup>(1)</sup>		
All Australian Rank	12	12	12	na <sup>(1)</sup>		

Data source: 2015-2017 Research income data, Department of Education and Training.

Notes:

(1) 2018 data is not available due to timing of data collection and release by Department of Education and Training.

**Research and Innovation (continued)**

**Key Performance Indicator: 5.3 Completion numbers – Higher Degree by Research (HDR) students**

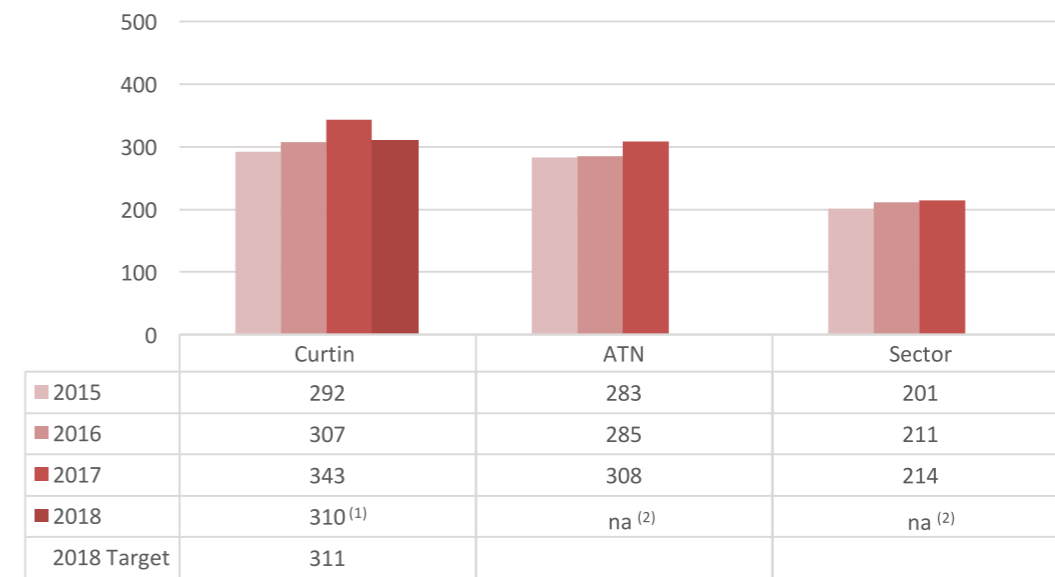
**Classification:** Effectiveness measure

**Benchmark gauge:** ATN universities and the Higher Education sector.

HDR Completions measures those students who completed their studies in a research Masters or Doctorate program. It is an important measure in determining future research training funding amounts from the Commonwealth government. HDR Completions also provides Curtin with an opportunity to benchmark its research productivity to other leading Australian universities.

There has been a 10 per cent decrease in the number of HDR completions since 2017. Benchmark data for 2018 is not yet available, but historical trends suggest that Curtin is ahead of ATN and sector averages for HDR completion numbers.

**COMPLETION NUMBERS – HDR STUDENTS**



Data source: 2015-2017 Award course completions data, Department of Education and Training.

Notes:

(1) 2018 number is derived using Curtin's internal systems. Data shows headcount.

(2) Benchmark data for 2018 is not available due to timing of data collection and release by Department of Education and Training.

## ENGAGEMENT AND IMPACT

### Outcome Component: 6. Industry Engagement

Engaging with industry provides Curtin with enhanced opportunities for undertaking research projects funded by industry, addressing industry challenges that result in outcomes that have both economic and community benefits. Industry-funded scholarships assist students financially. They also provide vital access to work experience opportunities and industry mentors, thereby improving the overall educational experience.

### Key Performance Indicator: 6.1 Category 3 and 4 industry income and industry scholarships

**Classification:** Effectiveness measure

**Benchmark gauge:** There is no comparable data for benchmarking this measure.

Industry-related research income is measured by HERDC income Category 3 (Industry and Other Funds) and Category 4 (Cooperative Research Centres), measured in AUD million in the year in which it is earned. Money received from industry for funding various domestic undergraduate and postgraduate coursework scholarships is also used as an indicator of industry engagement.

As research income data is reported with a year lag, data is only available up to 2017. Moderate growth is expected for 2018 industry income due to the WA economic downturn.

### INDUSTRY INCOME (CATEGORY 3-4) AND INDUSTRY SCHOLARSHIPS

	2015	2016	2017	2018	2017 Target	2018 Target
Industry Income (Category 3-4) and Industry Scholarships	\$30.1m	\$32.4m	\$38.7m	na <sup>(1)</sup>	\$36.0m	\$36.0m

Data source: 2015–2017 Research income data, Department of Education and Training; 2015–2017 Scholarship data Curtin’s internal systems.

Notes:

(1) 2018 Research income data is unavailable due to timing of data collection and release by Department of Education and Training.

## PEOPLE AND CULTURE

### Outcome Component: 7. Staff Engagement

YourVoice Staff Satisfaction survey provides a benchmark to measure the level of staff engagement, an outcome component of the 2017–2020 strategic plan, and the People and Culture enabling plan. The YourVoice Staff Satisfaction survey also measures how well Curtin is performing compared to other Australian universities, and is a key tool used for tracking organisational climate.

### Key Performance Indicator: 7.1 YourVoice survey results – Passion/Engagement and Progress

**Classification:** Effectiveness measure

**Benchmark gauge:** ATN and Group of Eight (Go8), and All Universities.

The YourVoice survey is conducted biennially. It is administered by the Voice Project, an employee engagement survey provider. The 2016 survey was postponed until March 2017 to facilitate the involvement of staff at Curtin’s offshore campuses.

Results for the YourVoice survey are derived from the mean of responses to three sub-items for each item. For Passion/Engagement, these are: “Organisational commitment”; “Job satisfaction” and “Intention to stay”. For Progress, these are: “Organisational objectives”; “Change and innovation” and “Client satisfaction”.

During 2018 a decision was made to redesign the approach being taken for the YourVoice survey. As a consequence a new survey will be launched in 2019.

### YOURVOICE STAFF SURVEY RESULTS

	2012 <sup>(1)</sup>	2014 <sup>(3)</sup>	2017	2018	2017 Target	2018 Target
	Passion/Engagement					
Curtin	71%	71%	76% <sup>(5)</sup>	na <sup>(6)</sup>	Above ATN/Go8 avg	Above ATN/Go8 avg
ATN and Go8 average	na <sup>(2)</sup>	76% <sup>(4)</sup>	78%			
All Universities average	74%	75%	77%			
	Progress					
Curtin	58%	52%	64%	na <sup>(6)</sup>	Above ATN/Go8 avg	Above ATN/Go8 avg
ATN and Go8 average	na <sup>(2)</sup>	62% <sup>(4)</sup>	64%			
All Universities average	56%	57%	60%			

Data source: Data compiled by the Voice Project that conducted this survey for Curtin.

Notes:

(1) In 2012, only continuing and fixed-term staff were surveyed.

(2) No data available for ATN and Go8 in 2012.

(3) From 2014, professional casual staff and academic sessional staff were also included in the survey.

(4) Data for ATN and Go8 is a new comparison category from 2014. The Go8 is an alliance of eight research-intensive Australian universities.

(5) Curtin introduced its Sarawak and Singapore campuses in the 2017 survey. In 2017 the number of Curtin survey respondents was 3,549, population size was 5,456, and the response rate was 65 per cent. The margin of error was +/-1.0 per cent at 95 per cent confidence level.

(6) No survey in 2018.

**People and Culture (continued)**

**Outcome Component: 8. Diversity and Equity**

An increased number of Indigenous people in the workforce is a key objective of the University and aligns to the Curtin Reconciliation and Action Plan. Increased participation of female staff in the workforce is part of the University’s Equal Employment Opportunity Management Plan.

**Key Performance Indicator: 8.1 Number of Indigenous staff and internships**

**Classification:** Effectiveness measure

**Benchmark gauge:** This indicator is an internal measure and there is no comparable data for benchmarking.

Indigenous staff include Continuing/Fixed Term and Sessional/Casual staff who have self-identified as Indigenous (of Aboriginal or Torres Strait Islander descent). Internships includes Indigenous students undertaking casual employment through Curtin’s “Earn While You Learn” program and “Indigenous Student Placement Program.”

The target and 2017 performance were exceeded in 2018. Growing Indigenous staff numbers continues to be an important and longer term goal of the University.

**NUMBER OF INDIGENOUS STAFF AND INTERNS**

	2015	2016	2017	2018	2018 Target
Indigenous Staff and Interns	87	94	106	116	105

Data source: 2015-2018 Indigenous staff and interns data is derived from Curtin’s internal systems.

**People and Culture (continued)**

**Key Performance Indicator: 8.2 Staff gender balance**

**Classification:** Effectiveness measure

**Benchmark gauge:** ATN universities and the Higher Education sector.

Staff gender balance is measured by the proportion of female staff FTE in senior positions, that is those who are in “Professional Higher Education Worker (HEW) Level ≥10” and “Academic Level E (ALE)” positions.

Curtin’s outcome in 2018 for female staff in ALE positions has improved when compared to 2017. However, the outcomes for both categories are below the targets and benchmarks of ATN and sector averages. Strategies are in place to guide Curtin in achieving its longer term targets including the Science in Australia Gender Equity (SAGE) Athena Swan Pilot Project initiatives. Focus on academic promotion and career development is expected to have a continuing positive impact on the representation of women at ALE positions.

**FEMALES IN PROFESSIONAL HEW ≥10 POSITIONS**

	2015	2016	2017	2018	2018 Target
Curtin	39.2%	44.5%	38.6%	36.8%	48% - 52%
Average ATN Universities	48.4%	48.9%	51.5%	51.5%	
Average Sector	51.3%	51.7%	50.6%	51.5%	

**FEMALES IN ACADEMIC LEVEL E POSITIONS**

	2015	2016	2017	2018	2018 Target
Curtin	15.8%	15.6%	19.3%	25.1%	26.0%
Average ATN Universities	26.1%	25.3%	27.7%	29.5%	
Average Sector	25.9%	27.4%	27.2%	28.2%	

Data source: 2015-2018 data, Australian Higher Education Industrial Association (AHEIA).

## GLOBAL POSITIONING

### Outcome Component: 9. International Reputation

To be a leading international university, Curtin must have strong research performance and enhance its international reputation through global collaborations and outreach.

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

The prestige of being ranked within the Academic Ranking of World Universities (ARWU) provides significant opportunities to seek new teaching and research alliances with high achieving universities, benefiting both staff and students. The measures reflect credible external evaluations.

#### Key Performance Indicator: 9.1 International co-authorship

**Classification:** Effectiveness measure

**Benchmark gauge:** There is no comparable data for benchmarking for this measure.

Comparison of Curtin’s percentage of international co-authorship against previous years reflects the level of international engagement of staff with peers overseas.

This measure details the percentage of total research publications which have at least one co-author with an international-only affiliation on the publication. Research publications have been defined under the last Higher Education Research Data Collection (HERDC) – Return 2 specifications (2015 on 2014 data). The Commonwealth Government has ceased collecting publication data since 2015. 2015–2016 data is provided from the University’s research information management system “Elements” using the same data definition as provided in the last HERDC – Return 2 specifications.

The percentage of international co-authorships has grown steadily. It is expected that the target will be achieved in 2018.

### INTERNATIONAL CO-AUTHORSHIP

	2015	2016	2017	2018	2017 Target	2018 Target
% International Co-Authorship	42%	47%	49%	na <sup>(1)</sup>	42%	45%

Data source: 2015–2017 data, Elements research information management system.

Notes: 2018 data is unavailable due to timing of data collection within Elements.

#### Key Performance Indicator: 9.2 The Academic Ranking of World Universities (ARWU) ranking

**Classification:** Effectiveness measure

**Benchmark gauge:** There are no comparable measures for WA or sector.

The ARWU uses six objective indicators to rank world universities, including the number of alumni and staff winning Nobel Prizes and Fields Medals, the number of highly cited researchers selected by Thomson Reuters, the number of papers published in Nature and Science journals, the number of papers indexed in Science Citation Index-Expanded and Social Science Citation Index, and the per capita academic performance of an institution. More than 1,300 universities are ranked by ARWU and the top 800 are published on the web. Rise in rank indicates the progress of Curtin in attaining leadership in research and education.

Curtin’s performance in the ARWU ranking remains strong. In 2018, Curtin was ranked 9th nationally and 181 in the world.

### ARWU RANKING

	2015	2016	2017	2018	2018 Target
World Rank	201-300	201-300	151-200	151-200	Maintain/improve top 200 position
Estimated World Rank	270	211	180	181	
National Rank	9-11	9-14	9-10	9	Maintain top 10 position
Estimated National Rank	11	10	9	9	

Data source: 2015-2018 ARWU ranking data, ShanghaiRanking Consultancy;

2015-2018 estimated ranks are calculated by Curtin’s Office of Strategy and Planning using publicly available scores and a factored calculation.

## SUSTAINABLE FUTURE

### Outcome Component: 10. Financial Sustainability

To provide an excellent learning experience that is financially sustainable.

#### Key Performance Indicator: 10.1 Teaching and Learning (T&L) expenditure per equivalent full-time student load (EFTSL)<sup>†</sup>

**Classification:** Efficiency measure

**Benchmark gauge:** This indicator is an internal measure and there is no comparable data for benchmarking.

T&L expenditure relates to the teaching of Curtin’s programs. Utilising the measure of average cost of teaching per EFTSL provides an indicator of efficiency. 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 relative service delivery costs, as does the delivery of regional higher education programs in locations such as Kalgoorlie and Margaret River.

Due to the changing nature of business models for course delivery, e.g. increased online offerings, a target for this measure has not been set.

<sup>†</sup>This indicator measures the efficiency of Curtin’s core service, teaching and learning.

### TEACHING AND LEARNING EXPENDITURE PER STUDENT EFTSL

	2015	2016	2017	2018
T&L Expenditure	\$639,978	\$633,110	\$627,788	\$586,378
EFTSL	38,506	37,537	36,676	36,842
T&L Expenditure per EFTSL	\$16,620	\$16,866	\$17,117	\$15,916

Data source: 2015-2018 data, Curtin’s internal systems.

#### Key Performance Indicator: 10.2 Revenue from non-Commonwealth sources

**Classification:** Effectiveness measure

**Benchmark gauge:** This indicator is an internal measure and there is no comparable data for benchmarking.

This measure shows the percentage of funding that is not sourced from Australian Government Financial Assistance or Upfront Student HECS-HELP Contributions, as a measure of Curtin’s long term financial sustainability.

Curtin is slightly under target and numerous strategies are in place to grow revenue from non-Commonwealth sources.

### REVENUE FROM NON-COMMONWEALTH SOURCES

	2015	2016	2017	2018	2018 Target
Non-Commonwealth Sources <sup>(1)</sup>	44.6% <sup>(2)</sup>	43.2% <sup>(2)</sup>	42.4% <sup>(2)</sup>	42.3%	43.0%

Data source: 2015-2018 data, Curtin’s internal systems.

Notes:

(1) In 2018 there has been a methodology change in reporting Non-Commonwealth Sources. This performance indicator is calculated using management reporting data which differs from that included in the audited financial statements. For example revenue from investment fair value movements is excluded from this calculation as it is unpredictable and out of management’s control.

(2) Revised figures have been provided for past years in the table above and the restated figures will differ to previously published data.



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