



Curtin University



ANNUAL REPORT 2019

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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.

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Curtin University Foundation

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2019 ANNUAL REPORT



Cover image:

1. Curtin's new Midland Campus.
2. Students undertaking a class in Management HQ, Curtin's new interactive, simulated boardroom.
3. The University ran its Alumni Annual Appeal for the third time in 2019, seeking support from graduates for current Curtin students. It exceeded its fundraising target.



Congratulations to Professor Phil Bland, named joint winner of the Scientist of the Year Award at the 2019 Western Australian Premier's Science Awards. Professor Bland leads Curtin's Space Science and Technology Centre.

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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 ended 31 December 2019.

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

Yours sincerely



Dr Andrew Crane
Chancellor



Professor Deborah Terry AO
Vice-Chancellor

On behalf of the University Council dated this 11th day of March 2020

ABOUT CURTIN

Curtin University is Western Australia's largest university, with 57,814 enrolled students across its Australian and international campuses in 2019. Of these, 24 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 four sites in the Perth CBD, a new campus in east metropolitan Midland 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 four Faculties and the Centre for Aboriginal Studies. 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 Sciences
 - 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 strengths in agriculture and environment, astronomy and astrophysics, business, defence, digital and emerging technologies, digital humanities, health and medicine, Indigenous studies, minerals and energy, society and culture, space and sustainability.

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 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

CURTIN LOCATIONS



PERTH

Kent Street, BENTLEY WA 6102

Postal address:
GPO Box U1987, PERTH WA 6845
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

137 and 139 St Georges Terrace
PERTH, WA 6000



MIDLAND

Curtin Centennial Place

Centennial Place, MIDLAND WA 6056



KALGOORLIE

Curtin Kalgoorlie

Egan Street, KALGOORLIE WA 6430



MALAYSIA

Curtin Malaysia

Senadin, MIRI, SARAWAK,
MALAYSIA
curtin.edu.my



SINGAPORE

Curtin Singapore

90 and 92 Jalan Rajah,
SINGAPORE 329162
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DUBAI

Curtin Dubai

Block 11, 4th floor,
Dubai International Academic
City, DUBAI
curtindubai.ac.ae



MAURITIUS

Curtin Mauritius

Telfair, MOKA,
REPUBLIC OF MAURITIUS
curtinmauritius.ac.mu

CHANCELLOR'S FOREWORD



Curtin's vision to be recognised as a global leader in research, education and engagement provides a clarity of focus that has characterised the University for the last 50 years. Whilst all universities have teaching, research and social impact at their heart, it is the way they decide to deliver them that sets each apart. Curtin has for some time been focused on delivering all of its goals through three key differentiators: an international outlook, innovation and industry-connectedness.

As I reflect on my first year in the role as Chancellor, I am pleased to report that Curtin continues to improve and perform in each of these areas. Similarly, it has been pleasing to observe how the broader community identifies with our University by one or more of these strengths.

Curtin has long embraced the benefits of attracting students from across our region to study in Perth. While we recognised early on that our international cohort brought with them diversity of thought and economic value to the state, equally importantly we recognised they would take back a lifelong affinity for Western Australia and an understanding of all things Australian.

And long before 'innovation' became a management buzzword, it has been in Curtin's DNA to deliver innovative teaching, innovative subjects and innovative solutions to economic and social issues.

Curtin also has technical excellence at its roots. Teaching engineering, mining, chemistry, computing, astronomy, business, health and many other disciplines has ensured our industry-connected students, lecturers and researchers are the tertiary workforce and collaborator of choice for industry.

Such focus and the success it brings is pleasing but we must guard against hubris, complacency and making the all too

common mistake of extrapolating from the recent past and assuming the future will be the same. What we do in the name of being innovative, international and industry-connected will need to evolve to ensure they remain strengths to the University, our students and society.

In 2019, tertiary education funding for domestic students by the federal government was again capped and revenue growth from international student enrolments stalled across the entire sector in WA. A government reduction in research grant funding compounded these challenges. Such economic impacts brought into focus the question of how Curtin continues to contribute economically and socially to the concentric circles of society that surround us: how we ensure Australia remains an economically viable and socially attractive place to live, study and work; how we lead in the region; and ultimately how we contribute to a more liveable, equitable and sustainable planet.

In 2019, Curtin emboldened its commitment to improve in each of these endeavours. The Review into Higher Education Provider Category Standards and the introduction of a performance-based funding system for such providers saw us re-double our efforts. We strengthened our international competitiveness, investing in improving international enrolments through new and existing alliances in the region and very much welcomed the state and federal governments' classification of Perth as a region, to help attract more international students to our city.

In 2019 we broke ground on our new Curtin Exchange Precinct that will further bring to life our focus on innovation, an international outlook and industry-connectedness as this unique hub for students, researchers, industry and community materialises.

Curtin has continued to rise and hold a strong position in a range of national rankings. While those rankings are important, we have a vision to be a global university so it was pleasing that, in 2019, Curtin ranked among the top 25 young universities in the world and first of the nine Australian institutions featured in the inaugural Nature Index Young Universities rankings. In the U.S. News and World Report Best Global Universities Rankings 2020, Curtin rose 44 places to equal 190th place in the world.

Our vision to be a global university has been longstanding and continues to be delivered with Curtin Mauritius completing its first full year of operations in 2019 whilst Curtin Malaysia celebrated its 20th anniversary. The significant milestone was marked with the University signing a further 20-year joint venture agreement with Curtin Malaysia, reinforcing mutual ties and our commitment to growing even further our deep presence in the country and the region.

Successful rankings and milestone achievements are, however, only ever as good as the people who strive to make them possible. Dedicated staff committed to Curtin's teaching, research and engagement strategy can be found across the University.

I particularly wish to acknowledge the outstanding individual

contributions of Professor Phil Bland, named joint winner of Scientist of the Year, and Dr Adam Cross, named Woodside Early Career Scientist of the Year, at the 2019 Western Australian Premier's Science Awards. Also of significance, Dr Katarina Miljkovic was named the 2019 WA Young Tall Poppy Scientist of the Year, Professor Ryan Loxton was awarded the prestigious JH Michell Medal, and Professor Brad Yu was awarded the 2019 ATSE John Booker Medal. Their respective success reflects Curtin's research quality, impact and outreach in communities, locally and abroad.

On behalf of the Council, I heartily welcome the following new members: Dr Terry Agnew, former long-serving Group CEO of RAC (WA); Michael Lundberg, partner at Quinn Emanuel Perth law firm; Catherine Clark, our University Librarian; and student member of Council Chris Hall. I look forward to the rich contributions their individual and collective expertise will bring to the University.

In 2019, we farewelled from Council departing members Michael Lishman, Andrew McLean and Finlay Nolan, and I extend my deepest thanks and gratitude for their highly valued insights and input in steering Curtin to its current esteemed position.

The most significant farewell for Curtin will be that of our Vice-Chancellor, Professor Deborah Terry, in mid-2020 as she takes up the position of Vice-Chancellor of the University of Queensland. I have been fortunate to be involved with Curtin since the beginning of Professor Terry's tenure and, like the broader Curtin community, have seen the University grow and flourish under her vice-chancellorship.

Externally, I am sure Professor Terry will be recognised for the many unique developments delivered under her leadership including our new medical school, expansion of overseas campuses, the Curtin Exchange project, the growth of our research capacity and resultant rise in rankings. Internally, I know staff and academics alike will remember her for her collaborative and highly values-based leadership style that has underpinned all of the material successes during her tenure. On behalf of the Curtin Council, I personally thank Professor Terry for such outstanding leadership of the University and the sector for the last six years.

Council is already well advanced with the recruitment process for a new Vice-Chancellor, who will build on her legacy and ensure that Curtin remains a university of choice for students, researchers and business, and continues to benefit society.

Dr Andrew Crane
Chancellor

VICE-CHANCELLOR'S REPORT



As a new decade dawns, I am delighted to report that Curtin finished 2019 in excellent standing.

Curtin consistently ranked ninth in Australia on most major university rankings in 2019 and, within Western Australia, we continued to be the most preferred university for the state's high school leavers.

The dynamism that Curtin has long been known for has been very much in evidence in recent years, with the expansion of our international footprint, our growing presence in the CBD and metropolitan Perth, and the development of research and teaching initiatives to anticipate the needs of our rapidly changing social, economic and technological landscapes.

For example, upholding our reputation for identifying and enabling areas of emerging research capability, it was announced in 2019 that Curtin will lead a national consortium to position Australia as a global leader in the manufacture and supply of batteries, with the establishment of a \$135 million Future Batteries Industries Cooperative Research Centre. This will see Curtin lead a national collaboration of 58 industry, government and research partners.

Curtin will also play an important part in three new Australian Research Centres (ARC) of Excellence that will receive a combined \$105 million in Federal Government funding over six years: the ARC Centre of Excellence for the Digital Child (addressing the challenges of supporting young children growing up in a rapidly changing digital age); the ARC Centre of Excellence for Enabling Eco-Efficient Beneficiation of Minerals (ensuring the sustainability of the minerals industry in Australia through reductions in cost and environmental impact); and the ARC Centre of Excellence for Synthetic Biology (developing novel biological systems to convert

biomass from agriculture or waste streams to biofuel, bioplastics and other high-value chemicals).

As we look to build a smarter future, we must of course continue to give focus to health and social issues that have challenged the community for some time, ensuring that the march of progress leaves no-one sitting on the sidelines. In March, the Federal Government awarded \$50 million over 10 years for the Curtin-led Mission for Traumatic Brain Injury initiative to improve the lives of people with traumatic brain injury, while in the April budget it committed \$10 million for the establishment of a new Dementia Centre of Excellence to be located at our Perth Campus.

In July, a Curtin-based research team was awarded \$2.45 million by the Federal Government to explore how the leadership influence of Aboriginal Elders can be harnessed to improve the way mental health services are delivered for Aboriginal young people. This innovative project, funded through the Medical Research Future Fund's Million Minds Mental Health Research Mission, is being led by Nyungar academic Associate Professor Michael Wright from the School of Occupational Therapy, Social Work and Speech Pathology.

National Health and Medical Research Council grants announced in August saw Curtin awarded more than \$6 million to investigate ways of improving the survival rates of people who suffer cardiac arrests, reducing pregnancy risks, addressing mental health risks for children with dyslexia and preventing falls amongst the elderly. A total of eight Curtin-led projects were awarded NHMRC funding of more than \$10.1 million across the year.

Also in 2019, Curtin began hosting the \$2 million State Government funded WA Centre for Excellence in Explicit Teaching of Literacy. Through this centre, we will be working with exemplar schools to advance literacy teaching throughout the state – developing resources to help our public school teachers learn from the best, and to support students to do their best learning.

On the teaching front – the daily lifeblood of our university – we also have good news to report. The 2020 Good Universities Guide, released towards the end of 2019, awarded Curtin the highest rating of five stars for the full-time employment rate of our graduates, the number of PhD-qualified staff, the median starting salary of our graduates and our students' rating of their learning engagement. They also ranked our Curtin Medical School number one in Australia for teaching quality, learner engagement, learning resources and student support. A pretty impressive achievement for a medical school that is only three years old!

Curtin is committed to providing teaching facilities that maximise learning experiences and opportunities so this year we were very pleased to open our high-tech simulated boardroom, Management HQ, introducing students across a broad range of management, entrepreneurial and innovation courses to the real-world pressures of business decision-making.

We were also very pleased to expand our presence in the Perth CBD, occupying the former Perth Technical School building at 137 St Georges Terrace to provide a convenient location for busy professionals to pursue postgraduate courses and professional education programs. Curtin now occupies four heritage sites in the city for teaching and engagement purposes; we really value the opportunity this provides to stay relevant and accessible to our students, our partners, our alumni and to business and industry.

For the same reason, we were incredibly excited to officially open our new campus in Midland in November. This impressive new teaching facility, incorporating high-tech simulation suites and rich collaborative learning spaces, will accommodate students across Curtin's health sciences disciplines including medicine, nursing, physiotherapy and pharmacy, as well as local health professionals for skills development and joint research. The \$22 million development, funded by the State Government, forms a key component of DevelopmentWA's Midland master plan that repositions the historic Workshops Precinct as a medical and education hub, opening up wonderful new opportunities for residents and businesses in the eastern suburbs.

There was great activity on our main Perth campus as well this year. We have now started to give shape to our dedicated, industry-connected innovation precinct, Exchange, at the northern end of our campus. A major new bus interchange opened in this precinct in February and ground was broken later in the year on the first of the Exchange buildings – a magnificent new five-storey home for the School of Design and Built Environment that will include commercial space available for lease by industry partners. On-campus accommodation for students, a boutique hotel, residential apartments and retail facilities will follow, bringing additional life and activity to the campus and opening our doors to the community in exciting new ways.

Work also began to modernise our TL Robertson Library, one of the oldest – and most-used – buildings on our Perth Campus, with the \$80 million renovation set to expand its evolving role as a place for digital innovation and social collaboration. And, at our southern end of the campus, the major upgrade of our Design and Art precinct, where artists, designers and creative leaders learn their craft, put big smiles on the faces of both staff and students.

Our global footprint is growing and evolving too, with students able to study at our campuses in Singapore, Dubai and Mauritius and at our very first offshore campus in Sarawak, Malaysia which this year celebrated 20 years of operation. The way that Curtin Malaysia has developed over these two decades, continuously strengthening its contribution to the region, has been a wonderful template for our global expansion.

And what of the heart and spirit of Curtin as we continue to strengthen our presence, our profile and our impact as a university? The results of the 2019 *Ngalla Waangi – Our Voice* survey told us that more than 80 per cent of staff are proud to work at Curtin – a very pleasing result.

I am also happy to report that we continued to honour Curtin's long-held reputation for being socially inclusive and progressive. Following Reconciliation Australia's endorsement of our Reconciliation Action Plan (RAP) at the highest Elevate level in 2018 – marking us as a national leader in the space – Curtin joined a number of other Elevate RAP organisations to publicly support the Uluru Statement from the Heart. We wholeheartedly endorse its call for the establishment of a First Nations Voice in the Constitution, and a Makarrata Commission on agreement-making and truth-telling between Aboriginal and Torres Strait Islander people and governments.

One of the cornerstone initiatives of our latest RAP is the progression of our Nowanup Bush Campus, some 450 kilometres south-east of Perth, where we are offering students, staff and the broader community immersive, on-country learning experiences that honour the wisdom of Nyungar learning and teaching methods, based on the idea of listening to the land.

This is a wonderful example of the role that universities can play in building knowledge and understanding within the community and advancing positive change. We are enormously excited by the possibilities for walking together that the bush campus offers and the potential it has to be replicated in other locations throughout the state and country.

My thanks to all our staff, students and partners who helped us achieve these great outcomes. The new decade will not be without its challenges for the higher education sector, as the emergence of the novel coronavirus (COVID-19) at the start of 2020 has already shown us. However, Curtin's organisational strength and resilience and its forward-looking nature will continue to stand it in very good stead.

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 Perth 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.

EXTERNAL HONOURS AND RECOGNITION

RECOGNITION FOR CURTIN STAFF

- **Professor Phil Bland**, who leads Curtin's Space Science and Technology Centre, was named joint winner of the **Scientist of the Year** award at the 2019 Western Australian Premier's Science Awards.
- **Dr Helen Flavell** from the Faculty of Health Sciences received an **Australian Award for University Teaching**, recognising her sustained and outstanding contribution to student learning through the scholarship of teaching and learning and the development of academics as scholarly teachers.
- **Professor Andrew Putnis**, Director of Curtin's Institute of Geoscience Research, was named the next recipient of the **Roebling Medal**, the highest scientific honour awarded by the Mineralogical Society of America.
- **Dr Katarina Miljkovic** from the Faculty of Science and Engineering was named the **2019 WA Young Tall Poppy Scientist of the Year**, recognising the inspiring contribution she has made to the planetary sciences, particularly to our understanding of Mars.
- Three other Curtin researchers were also recognised with **WA Young Tall Poppy Science Awards**: evolutionary developmental biologist **Dr Catherine Boisvert**; electrochemistry researcher **Associate Professor Debbie Silvester**; and health economist **Associate Professor Richard Norman**.
- **John Curtin Distinguished Professor Kingsley Dixon** (Director of the ARC Centre for Mine Site Restoration) was honoured at the **2019 Australian Native Plant Awards**, receiving the Professional Award in recognition of his outstanding contribution to the knowledge of Australian plants.
- **John Curtin Distinguished Professor Zheng-Xiang Li** was elected as a **Fellow of the American Geophysical Union**, joining an elite group of earth and space scientists whose visionary leadership and scientific excellence have fundamentally advanced research in their fields.
- A book co-authored by **Associate Professor Paul Genoni** - *Half the Perfect World: Writers, Dreamers and Drifters on Hydra, 1955-1964*, won the **Prime Minister's Literary Award** in the non-fiction category. **John Curtin Distinguished Professor Anna Haebich** was shortlisted in the Australian history category for her book *Dancing in Shadows: Histories of Nyungar Performance*.
- **Professor Ryan Loxton** from the School of Electrical Engineering, Computing and Mathematical Science was awarded the prestigious **JH Michell Medal** for 2019, honouring his distinguished research in applied and industrial mathematics.
- Seven Curtin researchers were named among the world's most influential scientists and social scientists in **Web of Science Group's 2019 Highly Cited Researchers** list: **John Curtin Distinguished Professor Zongping Shao**; **John Curtin Distinguished Professor Moses Tade**; **Professor Sharon Parker**; **John Curtin Distinguished Professor Zheng-Xiang Li**; **John Curtin Professor Simon Wilde**; **John Curtin Distinguished Professor Yong Wu**; **Visiting Professor Mark Chase**, from the Royal Botanic Gardens, United Kingdom.
- **Professor Arindam Ghosh**, from the Faculty of Science and Engineering's School of Electrical Engineering, Computing and Mathematical Sciences, was awarded the **2019 IEEE Power & Energy Society Nari Hingorani Custom Power Award** in recognition of his contributions to custom power technologies and their applications.
- **Professor Dianne Wynaden** from the School of Nursing, Midwifery and Paramedicine received the **2019 Lifetime Achievement Honour at the WA Nursing and Midwifery Excellence Awards** in recognition of her impact in the field of mental health.
- **Associate Professor Debbie Silvester-Dean** was awarded the prestigious **Rennie Memorial Medal** by the Royal Australian Chemical Institute for excellence in research in chemical science.
- **Dr Robin Barrington** from the Centre for Aboriginal Studies was awarded the **Margaret Medcalf Award** for her article, *A race war: Tracing emotions on the Murchison frontier in Western Australia 1880-1915*. The Award recognises excellence in referencing and research.
- **Ang Shin Yuh**, a nursing tutor at Curtin Singapore, was awarded the **2019 President's Award for Nurses**.
- **Kim Flintoff**, Learning Futures Advisor from Curtin Learning and Teaching, was named on **The Educator's Annual Hot List 2019** for his efforts to make authentic connections across a broad range of organisations to support the education of people around the globe.
- **Dr Tin Fei Sim**, Senior Lecturer, School of Pharmacy and Biomedical Sciences, was awarded the **Australian Early Career Pharmacist** at the Pharmaceutical Society of Australia's Excellence Awards.
- **Professor Ba-Ngu Vo**, Faculty of Science and Engineering, was awarded a **Fellow Member of the Institute of Electrical and Electronic Engineers (IEEE)** in recognition of his outstanding contributions to research.
- **Professor John Cordery** (Provost), **Professor Mark Griffin** (Director of the Future of Work Institute) and **Professor David Treagust** (School of Education) were elected **Fellows of the prestigious Academy of the Social Sciences** in Australia.
- **Analytical Chemistry Professor Damien Arrigan** was named in the top 100 of **Analytical Scientist's Power List 2019**.
- **Dr Liz Dallimore**, Director of the WA Science Innovation Hub, was named one of the State's top 20 women in technology as part of the **Women in Tech WA's list**.
- Five Curtin staff were named among Australia's **top researchers in The Australian's 2019 Research magazine** for their outstanding contributions to research: **Adjunct Professor Peter Teunissen** and **John Curtin Distinguished Professor Peter Love** from the Faculty of Science and Engineering; **Professor Adrian North** from the Faculty of Health Sciences; **John Curtin Distinguished Professor David Treagust** from the Faculty of Humanities; and **Professor Piyush Sharma** from the Faculty of Business and Law.
- **Emeritus Professor Mike Daube AO** was awarded the **Cancer Council Medal for Distinguished Service**, recognising his efforts in improving cancer outcomes in Australia and worldwide.
- **John Curtin Distinguished Professor Hong Hao**, Faculty of Science and Engineering, was awarded the **Charles Bubb Medal** by the Australian Earthquake Engineering Society (AEES).
- **Professor Peter Teunissen** was the first scientist from the Southern Hemisphere to receive the prestigious **Johannes Kepler Award** for his game-changing contributions to the development of satellite navigation.
- **Professor Jaya Dantas**, Dean International in the Faculty of Health Sciences, received the **2019 WA Indian of the Year** award for her sustained community work.
- An environmentally friendly metal extraction technique, GlyLeach, developed by researchers from the WA School of Mines (led by **Professor Jacques Eksteen** and **Dr Elsayed Oraby**), was named the overall winner at the **WA Innovator of the Year Awards**.
- **John Curtin Distinguished Professor Nikos Ntoumanis** from the School of Psychology was awarded the **2019 Distinguished International Scholar Award by the American Association of Applied Sport Psychology** for his professional contributions to the field of sport psychology.
- A group of researchers from the WA School of Mines, led by **Associate Professor Milovan Urosevic**, received the **Research Commercialisation Award** from Knowledge Commercialisation Australasia (KCA) for their work to commercialise an innovative minerals exploration technique that uses sound waves to create a detailed 3D image of underground ore deposits.
- **Professor Hongwei Wu** from the WA School of Mines has been appointed a **Fellow of The Combustion Institute** for his innovative research in inorganic matter transformation.
- **Cheryl Davis and the Indigenous Engagement team in the Faculty of Health Sciences** were the inaugural winners of the **Leaders in Indigenous Medical Education's LIMELight Award** for 'Excellence in developing new Indigenous recruitment, support and graduation initiatives'.



Professor Ryan Loxton: 2019 JH Michell Medal winner



Dr Liz Dallimore: Women in Tech WA list

- Curtin's **Digital User Experience and Insights (DUXI) team** was recognised as an **ABA100 Winner for Digital Customer Experience (CX) Management** in The Australian Business Awards 2019, acknowledging the team's work to improve the digital experience for students.
- A program run by the **Curtin Medical School**, in partnership with SwanCare, was the winner of the **Aged & Community Services Australia Award** for Innovation in Service and Design.
- The **School of Public Health's Mentally Healthy WA team** was recognised at the **2019 WA Mental Health Awards** with the Lifeline Award for Outstanding Contribution to Mental Health Promotion.
- A research project between the **John Curtin Gallery** and the **Centre for Sport and Recreation Research**, telling the resilient and inspiring stories of women in sport, was recognised at the **2019 Museums and Galleries National Awards (MAGNA)**.

RECOGNITION FOR CURTIN STUDENTS AND ALUMNI

- Health sciences student **Matthew Harris** was the first Curtin Indigenous student to be named a prestigious **New Colombo Plan Fellow**.
- Graduate **Melissa Davey** won the **2019 Women's Leadership in Media award at the Walkley Awards** for her work at *The Guardian Australia*.
- PhD candidate **Renee Pettitt-Schipp** from the School of Media, Creative Arts and Social Inquiry, won the **2018 WA Premier's Book Award (Emerging Writers)** for *The Sky Runs Right Through Us*. She received the award in 2019.
- Graduate **Professor Guochun Zhao** was elected **Academician in China**, the highest academic honour in that country. He graduated in 2000 with a PhD (with Distinction).
- Bachelor of Law and Arts student **Meika Atkins** was named **Law Student of the Year at the 2019 Women in Law Awards**.
- Bachelor of Laws (Honours) student **Chloe D'Souza** was awarded a **Sir John Monash Foundation Scholarship** for 2020, awarded to Australian graduates who possess strong leadership potential and are outstanding in their field. One of Curtin's first Indigenous Bachelor of Laws graduates, Chloe intends to pursue a Master of Laws at Columbia University in New York.
- A team of five female first-year engineering students – **Caitlin Shaw, Catherine Weinman, Emma van Rijn, Rebecca Viney, and Sophie Melsom** – presented at the Engineers Without Borders Challenge and won the **Engineers Australia World Engineers Convention Sustainability Award** for their project *Menstrual Wash Kits – a Solution for Menstrual Management in Holarua, Timor Leste*.

- Mechanical Engineering PhD student **Michael Max Brown** won the **2019 Australian Young Person's Lecture Competition**, and was one of nine finalists from around the world to progress to the international final of the event in London.
- Bachelor of Advanced Science (Computing) student **Kira Molloy** awarded the **Peter Fillery Best Undergraduate Tertiary Student Project of the Year** at the INCITE Awards for her project, *A preliminary program to visualise and manipulate OCT and Histology scans* and won the Undergraduate Tertiary Students category at the national iAwards in August.
- Commerce and Arts student **Radheya Jegatheva** won **Best of Fest at the Route 66 Film Festival** in New Mexico for his new film, *The Quiet*, and was also awarded **Joint Best of Fest at the Gateway Film Festival** in Oregon.
- Curtin pharmacy graduate **Hannah Mann**, Founding Director of the Kimberley Pharmacy Service, won the First Amongst Equals Award for 2019 at the **40 Under 40 Awards**.
- Commerce graduate **Marco Feelisch**, co-founder of fair production brand Buckle & Seam that creates leather accessories for men, was named in the **Forbes 30 Under 30 List** for 2019.
- Master of Business Administration graduate **Amanda Healy** was named in the **2019 Class of Influential Leaders** by the Association to Advance Collegiate Schools of Business (AACSB) International.
- The **Bayswater Living Lab project**, a collaboration between Curtin students and Future Bayswater Inc. offering new ideas for urban revitalisation, won two awards at the annual **Planning Institute of Australia (PIA) WA Awards** for Planning Excellence.

ORDER OF AUSTRALIA AWARDS

OFFICER OF THE ORDER OF AUSTRALIA (AO)

For distinguished service of a high degree to Australia or to humanity at large

- **Professor Phill Della**, Head of the School of Nursing, Midwifery and Paramedicine, for significant service to nursing, midwifery and health care education.
- **Emeritus Professor Jo Barker**, former Head of Occupational Therapy at WAIT and Curtin from 1979 to 1993, for her service to occupational therapy.
- **Emeritus Professor Graeme Turner**, former Curtin academic, for distinguished service to higher education through pioneering work in the field of cultural studies and the humanities.
- **Mr Douglas Phillips** (graduate) for significant service to business in the Northern Territory.

MEMBER OF THE ORDER OF AUSTRALIA (AM)

For service in a particular locality or field of activity to a particular group

- **Mr John Windsor Barrington** (graduate) for significant service to the community of Western Australia.
- **Professor Tara Brabazon** (graduate) for significant service to education, particularly to graduate and cultural studies.
- **Ms Deborah Anne Karasinski** (graduate) for significant service to people with a disability, and to the community of Western Australia.
- **Dr Erin Lalor** (graduate and former staff member) for significant service to community health through not-for-profit organisations, and to people affected by stroke.

MEDAL OF THE ORDER OF AUSTRALIA (OAM)

For service worthy of particular recognition

The following graduates received this honour:

- **Ms Carrie Bickmore** for service to the broadcast media, and to brain cancer awareness
- **Ms Sally Rose** for service to community health.
- **Ms Jill Worsley** for service to maritime history.
- **Ms Bernadette Waugh** for service to librarianship.
- **Mrs Dawn Gilchrist** for service to community health.
- **Mr Anthony Macri** for service to aged welfare.
- **Mr Maurice Gerard Swanson** for service to community health.
- **Dr Jon Hronsky** for service to the mining sector.
- **Mr Brian John Bourke** for service to the community of Bendigo.



Melissa Davey: Winner of the Women's Leadership in Media award at the 2019 Walkley Awards.



Chloe D'Souza: Awarded the Sir John Monash Foundation Scholarship.



Matthew Harris: Curtin's first Indigenous New Colombo Plan Fellow.

STRATEGIC PLAN 2017-2020: DELIVERING EXCELLENCE

We are now approaching the end 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 is comprised of 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 in the boxed information on these pages.

The enabling plan is a living document containing initiatives for each strategic plan theme over the entire planning cycle. A ‘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.

The University measures its performance on the plan against key performance indicators (KPIs) and regularly 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

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 2019

Delivering a seamless, responsive and innovative digital environment

- Curtin's partnership with the **global edX platform** continues to strengthen, with the University joining edX as a Contributing Charter member and more than 550,000 learners across the world now learning through Curtin's open access courses or MicroMasters. New in 2019 was the online Master in Marketing – the first full Master degree to be delivered through edX.
- In April, Curtin opened **Management HQ**, an interactive and high-tech simulated boardroom for the use of students across a broad range of management, entrepreneurial and innovation courses. The facility provides access to data from real-life companies, including news and commentary and organisational, financial and social data and allows students to see the outcomes of their decision-making in real time.
- The University's student management system, **Student One**, officially went live in the cloud in 2019 – a major development that enables 24/7 access to Student One on any device globally.
- Curtin piloted an **automated communication campaign** for more than 3,000 Open Universities Australia (OUA) students enrolled in their final study period (Study Period 4). The campaign is designed to nurture and engage students in their studies and encourage them through to completion.

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

- Curtin achieved **five-star ratings across five categories in the Good Universities Guide 2020**, released in 2019, for

teaching quality, overall experience, learning engagement, learning resources and starting salary.

- Curtin's new **Midland Campus** was opened in November, providing a clinical base for fourth and fifth-year Curtin Medical School students undertaking local hospital placements as well as providing training opportunities for nursing, allied health and pharmacy students. The purpose-built facility, which reflects an important connection to Wadjuk Nyungar people throughout its design, will also provide access to new higher education opportunities for the eastern metropolitan area.
- Twenty-three students graduated from the **John Curtin Leadership Academy**, the University's flagship leadership program in 2019, having completed a series of leadership development modules, led community projects and raised more than \$50,000 for the not-for-profit sector.
- **Seven New Colombo Plan scholarships** were awarded to Curtin students in 2019, providing an opportunity for undergraduate students to undertake semester-based study and internships within the Indo-Pacific region.
- Perth Modern School graduate **Orla Latawski** was the first recipient of the **Julia Gillard Women in Leadership Scholarship**, awarded in February. The scholarship supports academically gifted female students to develop as a leader in their chosen field.
- **Partnerships with Saracen, BHP, Ernst & Young, Optus and Cisco**, centred on collaborative teaching and learning offerings, progressed significantly during 2019.
- Curtin Law School's **Practical Legal Training program** was offered for the first time in 2019. On successful completion of the program, students will receive a Graduate Diploma in Legal Practice and be eligible for admission to practice in Western Australia. It is the first such program to be delivered by a Western Australian university.
- Curtin hosted the inaugural **Sporting Summit**, which focused on strengthening key partnerships (for example, with the Fremantle Football Club and Hockey Australia) including the development of sporting partnerships with the Western Australia Olympic Council.
- Curtin placed 100 graduates into employment through **Recruit Curtin**. Implemented in 2019, this is an enterprise-wide recruitment program for employers and students, covering internships through to graduate roles.



Strengthening our postgraduate profile, responding to the changing nature of work and careers

- Curtin further strengthened its presence in Perth's CBD in March with the **opening of 137 St Georges Terrace** – a focal point for industry-aligned programs for professionals, spanning short courses to postgraduate degrees.
- The number of **postgraduate course offerings through Open Universities Australia increased** in 2019, delivering a strong student enrolment result of approximately 1,541 students – a 23 per cent increase on 2018.
- A framework for implementation of **'stackable credentials'** (allowing individuals to build up qualifications over time to move them along a career pathway) has been developed, incorporating eight themes.

Leading in curriculum design and new learning and teaching approaches

- Curtin launched the new **Bachelor of Design** and approved the **Bachelor of Creative Arts** (to launch in first semester 2020), marking a new approach to creative arts disciplines at Curtin.
- **New course models** were approved and adopted in 2019: the Accelerated Bachelor Masters; streamlined majors that comprise the same number of units to enable student mobility; and the development of cross-disciplinary specialisations.
- Curtin's collaboration with **edX** and its continued active participation in the prestigious **J-WEL** (Abdul Latif Jameel World Education Lab, at Massachusetts Institute of Technology) has resulted in staff being upskilled in new learning and teaching approaches.
- Curtin introduced a new system for the administration and governance of global and collaborative programs including the introduction of a new study mode, **Inbound Exchange**, to support cross-campus transfers.

A university of choice for a diverse range of students, including high achievers and those from disadvantaged backgrounds

- In February 2019, the **Centre for Aboriginal Studies** held the first graduation ceremony dedicated to the centre's **enabling courses**. A total of 44 students graduated, including 15 Pre-Medicine and Health Sciences students and 29 Indigenous Tertiary Enabling Course students, representing a growth of more than 50 per cent since 2014.
- **Pathways for Indigenous students** without Australian Tertiary Admission Rank (ATAR) are now available for a wide range of courses in every faculty, with new enabling courses developed in Business and in Science set to commence in 2020.
- The **National Centre for Student Equity in Higher Education** has been based at Curtin since 2013, connecting research, policy and practice to improve higher education participation and success for marginalised and disadvantaged people. In 2019, funding for the Centre was renewed until 2021.
- In 2019, a total of **1,450 scholarships were offered**, providing opportunities for a diverse range of students including high achievers, students from regional and disadvantaged backgrounds and students in financial need to pursue their study ambitions.
- Curtin expanded the **Earn While You Learn Program** (casual/part-time employment opportunities on campus for students) to include a specific Aboriginal Placement Program. In 2019, there were 250 students (including 35 Aboriginal students) employed through the program.

LOOKING FORWARD

Beyond 2019, Curtin will continue to ensure it delivers the distinctive student experience that has made it a global university of choice for students from all backgrounds. We will do this through deep partnerships with significant industry partners, innovative education offerings that support the workforce of the future, and highly relevant co-curricular experiences that develop leadership, creativity and entrepreneurial skills.

REPORT ON PERFORMANCE (CONTINUED)

STRATEGIC THEME 2:
RESEARCH AND INNOVATION

Curtin's Centre for Crop and Disease Management, housed in purpose-built facilities on the Perth Campus, conducts nationally important research to reduce the economic impact of crop disease.

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 2019 INCLUDE:

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

- Curtin has a number of large-scale research collaborations that have underpinned our research strengths in areas such as astrophysics and radio astronomy, drug research and epidemiology, crop disease management and applied economics. Four of these collaborations were renewed for 2019 and beyond:
 - Curtin, The University of Western Australia and the State Government of Western Australia signed on for the third iteration of the **International Centre for Radio Astronomy Research** program (ICRAR III), important precursor activity to the multinational Square Kilometre Array initiative.

- The Australian Government Department of Health has extended the core funding of the **National Drug Research Institute** until 30 June 2022. Curtin will receive \$6.48 million of federal funding over three years under the Alcohol and Other Drugs Research Centres funding stream.
- An extension to Curtin's funding agreement with the Grains Research and Development Corporation (GRDC) was approved in 2019, supporting the **Centre for Crop and Disease Management (CCDM)** with \$18 million funding over the next three years. Curtin will also receive \$1.5 million funding over three years from the GRDC to provide services for the Australian Fungicide Resistance Extension Network.

- Bankwest and Curtin renewed the **Bankwest Curtin Economics Centre (BCEC)** partnership for a further four years, enabling BCEC to continue to produce high-quality, independent research on key economic and social issues affecting Western Australian families, businesses and communities
- In 2019, ongoing success in national competitive grants saw eight Curtin-led research projects awarded funding of more than \$10.1 million in **National Health and Medical Research Council (NHMRC)** funding rounds including Investigator Grants, Ideas Grants and the Clinical Trials and Cohort Studies Grant scheme.
- Curtin was also successful in a **Medical Research Future Fund (MRFF) Million Minds Mental Health Research Mission grant**, being awarded \$2.4 million to improve the mental health and wellbeing of Aboriginal youth through collaboration with Aboriginal Elders.
- Curtin continued to build its track record of success in **Australian Research Council (ARC)** funding schemes. In 2019, Curtin had 16 successful proposals under **Discovery** funding schemes, with around \$8.2 million of funding awarded. This included four **ARC Future Fellowships** valued at \$3.3 million and a **Discovery Indigenous** award of almost \$1 million – the second successful proposal in this scheme in the last two years.
- **ARC Linkage Project** announcements are now continuous, with Curtin receiving notification of successful projects in 2019 totalling \$1.6 million.
- Curtin is also a participant in a number of new large-scale multi-institutional research programs supported by the ARC, including:
 - the **ARC Training Centre for Green Chemistry in Manufacturing** and the **ARC Training Centre for Integrated Operations for Complex Resources**, which together received \$7.3 million.
 - the **ARC Research Hub for Sustainable Crop Protection**, which received \$4.7 million
 - three new ARC Centres of Excellence that have each been awarded \$35 million of federal government funding over six years - **ARC Centre of Excellence for the Digital Child**, **Centre of Excellence for Enabling Eco-Efficient Beneficiation of Minerals** and the **Centre of Excellence in Synthetic Biology**.

Identifying and enabling areas of emerging research capability

- Curtin successfully led the application to establish a \$135 million **Future Battery Industries Cooperative Research Centre (CRC)**. The national collaboration of 58 industry, government and research partners will see the new CRC run for six years to address the changing environment of the battery industry and support future growth in the Australian economy.

REPORT ON PERFORMANCE (CONTINUED)



Curtin planetary scientist and NASA Mars InSight Mission researcher Dr Katarina Miljkovic was named the 2019 Western Australian Young Tall Poppy Scientist of the Year.

- Curtin is a founding participant in the **CRC for Smart Satellite Technologies and Analytics** (SmartSat CRC). Led by the University of South Australia and industry partner Nova Systems, the CRC will receive \$55 million in federal government funding.
- The federal government has committed \$10 million for the establishment of a new **Dementia Centre of Excellence** to be located at the Perth Campus. The centre will focus on improving the lives of people living with and at risk of dementia.
- International sustainable energy researcher **Dr Peter Klaus** has been awarded the **Forrest Research Foundation Fellowship** for outstanding early career researchers, and will join Curtin in 2020. As part of his Fellowship, Dr Klaus will develop emerging sustainable technology solutions to combat climate change.
- The Federal Government has committed \$50 million over the next 10 years to help **improve the lives of people with traumatic brain injuries of all severities**, from concussion in sports to severe brain injuries from road accidents. In order to leverage these funds, a parallel entity '**Vision TBI**' will be established and led by Professor Melinda Fitzgerald from the Curtin Health Innovation Research Institute, ensuring Curtin is at the forefront of this research program as it unfolds over the next 10 years.

Fostering a strong performance culture for research, enhanced by analytics and targeted support programs

- Curtin has established **Grant Success Panels** to help improve success rates in competitive grant schemes, with a particular focus on ARC and NHMRC grants. A set of metrics was developed during the year to measure the impact of these panels over the medium term.
- A framework and terms of reference were established for an **Early-Mid Career Researcher Network** to promote the development of all Curtin's early-mid career researchers and provide a discussion forum around shared issues.
- Workshops were delivered throughout the year to **assist researchers with the drafting of their research proposals and papers**, e.g. *Nature* masterclass.
- Targeted support was provided to help researchers to **collaborate with industry to deliver demand-driven research**, including workshops and a bespoke six-month course for selected participants.
- Curtin continues to provide **support packages for researchers who have been successful in nationally competitive fellowship programs**, to assist in the delivery of research projects and to help develop leadership skills.
- Curtin staff received a number of **prestigious research awards** in 2019, as detailed on pages 10 to 12.

Improving our postgraduate research outcomes and establishing an innovative Curtin PhD framework

- The **Master of Research pathway** was expanded, new courses added and the first international candidate accepted, following necessary approvals.
- A **Higher Degree by Research mobility plan** was implemented with eminent national and international institutions and laboratories, resulting in increased collaboration and high-quality journal outputs.
- A **scholarship program for domestic Higher Degree by Research students** was established, aligned with strategic research projects.

Securing our position and deepening our capability in knowledge exchange and commercialisation

- **Associate Professor Nina Tirnitz-Parker** and **Associate Professor Julian Heng** were named collaborators on a new \$150 million mission funded under the **Medical Research Future Fund**. The mission focuses on using stem cell research to find new ways to treat a range of conditions including congenital heart disease, blindness, stroke, dementia and kidney disease.
- Curtin became a founding partner in the **Defence Science Centre** (DSC), a collaboration between the federal government (Defence Science Technology Group), state government and the four public universities. Curtin was successful in leading two project proposals in the first round of funding for the DSC's collaborative research grants.
- **iCetana** was successfully listed on the Australian Stock Exchange in December 2019. iCetana (ASX: ICE) markets video security software that uses machine learning techniques developed at Curtin to highlight anomalous activities in a camera network.
- Curtin received a major innovation award during the year for its **Glyleach system** (an environmentally friendly metal extraction technique) and a commercialisation award for **HiSeis** (an innovative 3D minerals exploration technique).
- PhD candidate **Stefan Prandl** and **Professor Mihai Lazarescu** were awarded an **Accelerating Commercialisation grant** of \$174,000 to support commercial development and trialling of a cybersecurity system that is able to detect and prevent denial of service attacks.
- The successful **Curtin Ignition** program, an intensive training program for aspiring entrepreneurs, academics and corporate innovators to trial and then prepare business ideas for the commercial environment, expanded to Singapore in 2019.

LOOKING FORWARD

Curtin's rapidly rising international research reputation will be further strengthened by its continued close alignment with industry and its focus on research that translates to beneficial outcomes for the community, across a wide range of fields. More strongly embedding Curtin's research culture and performance at our new offshore campuses will also be a priority.

REPORT ON PERFORMANCE (CONTINUED)

STRATEGIC THEME 3:
ENGAGEMENT AND IMPACT

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 2019:

Enriching our local and global communities through knowledge leadership and collaborative partnerships

- Curtin's annual **Autism Open Day** brought together autism communities, local and international researchers and local service providers to exchange knowledge and experiences about living with autism, particularly ways of building on the strengths of individuals on the autism spectrum.

- The 20th **John Curtin Prime Ministerial Library Anniversary Lecture**, presented by respected Australian journalist **Kerry O'Brien**, provided a powerful and personal view of reconciliation, and speculated on how John Curtin would view the current political leadership in Australia and internationally.
- The **2019 Annual Human Rights Lecture** was presented by journalist, writer, filmmaker and refugee advocate **Behrouz Boochani**, who answered questions live from Manus Island, where he had been held since seeking asylum in Australia in 2013. His lecture focused on the refugee experience through the lens of human rights and politics.

- Further development of the **Nowanup Bush Campus** concept continued, with strong relationships between Curtin, Gondwana Link, Greening Australia and Nowanup Elders underpinning impactful cultural immersion experiences on country for staff and students.
- The annual **Rob Riley Memorial Lecture** was presented by lawyer and human rights advocate, **Teela Reid**. Teela, a Wiradjuri and Wailwan woman, was a facilitator in the landmark Constitutional Dialogues on Indigenous Recognition that culminated in the Uluru Statement From The Heart.
- Curtin's **Reconciliation Action Plan 2018-2020**, endorsed by Reconciliation Australia at the highest Elevate level, was launched to the external community. The plan outlines Curtin's leadership in its commitment and contribution to reconciliation. The University also joined other organisations with Elevate RAPs to publicly endorse the Uluru Statement from the Heart.
- Curtin hosted the launch of *Moving Pictures*, a **cross-disciplinary initiative with the National Ageing Research Institute** that produced 15 short films to assist people from culturally and linguistically diverse backgrounds to identify and deal with dementia.
- More than 497 student volunteers participated in the **John Curtin Weekend**, Curtin's largest community project, run over six weekends. Students assisted regional and metropolitan communities in WA, Malaysia and Singapore to complete projects important to the life of their communities.

Developing and pursuing a clear and sustainable regional Western Australia strategy

- The Centre for Aboriginal Studies commenced delivery of the **Indigenous Tertiary Enabling Course in Geraldton** in second semester 2019.
- A **Memorandum of Understanding** was signed with **Carey Mining and the Australian Aboriginal Mining Academy**, paving the way for collaboration to advance education and employment opportunities for Aboriginal people in services that support the resources sector.
- Curtin's successful bid for funding through the Department of Health's Rural Health Multidisciplinary Training program will see the establishment of a **Rural Clinical Training Facility** at the Kalgoorlie Campus. It will support Curtin's medical students and nursing and allied health students.
- Curtin secured \$1.8 million in scholarships funding under the **Destination Australia** program to support domestic and international students studying at Curtin's Kalgoorlie Campus. The Destination Australia Scholarship program forms part of the federal government's migration plan.
- Curtin re-established a relationship with the **Muresk Institute**, developing and delivering the new Associate Degree in Agribusiness from 2019 which, along with the Indigenous Tertiary Enabling Course, is also being offered through the Geraldton Universities Centre.

REPORT ON PERFORMANCE (CONTINUED)

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

- Curtin's new city venue at **137 Curtin St Georges Terrace**, opened in July, will help the University to further strengthen its collaborations and engagement with industry and the corporate sector.
- Throughout the year, Curtin continued to support key industry events including its ongoing partnership with CEDA and Seven West Media through the **Leadership Matters** breakfast series. Curtin also supported the new **Resources Technology Showcase** event held in November, alongside the WA resources industry.

Intensifying alumni engagement, building advancement capability and increasing philanthropic support

- **More than 69,000 alumni engaged with Curtin** in 2019, attending events, volunteering, through electronic communications and by providing testimonials and stories. A bi-monthly newsletter was sent to more than 113,000 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.
- Curtin graduate Dr Tracy Westerman partnered with the University to create the **Dr Tracy Westerman Aboriginal Psychology Scholarship Program**, personally donating \$50,000 to launch the initiative. The scholarship aims to

support more Aboriginal young people to pursue a career in psychology and help overturn the alarmingly high rates of suicide in Indigenous communities. Dr Westerman, who was named the Australian of the Year (WA) in 2018, was the first Aboriginal person to complete a combined Master/PhD in Clinical Psychology.

- Curtin held two significant alumni events in China in March: the 15th anniversary celebration of its partnership with **Nanjing Audit University** and its first alumni event in the historic city of **Guangzhou**.
- The **John Curtin Gallery Founders' Club** initiative exceeded its initial membership target and is providing an ongoing source of funds to the Gallery to support expanded activities.
- The **2019 Alumni Annual Appeal** exceeded the year's target of \$70,000, with more than \$100,000 raised (\$87,000 in gifts plus a \$15,000 physiotherapy scholarship pledge). This is the third year of the appeal, which ran for 10 weeks and collected more than 750 gifts.
- A special event was held to recognise the generous support of staff donors to the **Give to Change** program in 2019. Staff members have donated more than \$850,000 to the program since its inception in 2012, which has funded a range of initiatives from student scholarships to research projects.
- At the sixth annual **Alumni Achievement Awards** in October, **Ms Carrie Bickmore OAM** received the **Lifetime Achievement Award**. A total of 13 alumni received awards across seven categories.

- **Philanthropic gifts** to the Curtin University Foundation in 2019 totalled just over \$3.4 million.
- Curtin appointed a **new Chief Advancement Officer** to drive its ambitious advancement program. **Tim McInnis**, who was previously Head of Development at the Telethon Kids Institute, joined the University in December.

Strengthening our global reputation

- The **international media strategy** supports the University's vision of becoming a leading global university focusing on research. The Curtin Media Team issued 108 media releases internationally during 2019 to Malaysia, China, Canada, US, UK, India, Singapore and Africa among other key locations. International media coverage for the University totalled more than 3,100 items. Online news had the highest volume of coverage internationally with 2,848 items.
- Part of the **Herbert Mayer Collection of Carrolup Artwork**, featuring artworks created by Aboriginal children of the Stolen Generations in the 1940s, was exhibited at Colgate University in the United States as part of a special exhibition to mark Colgate's 200th anniversary. Curtin's Vice-Chancellor led a delegation of key staff and Nyungar Elders to the US to share the story of the artwork and its significance to Nyungar culture. Curtin was granted custodianship of the important collection in 2013, via its John Curtin Gallery.

LOOKING FORWARD

With the growth of Curtin's city presence and the opening of the Midland Campus, the University will significantly increase its engagement with government, industry and corporate partners on both research and teaching projects. Curtin will also continue to expand its regional education presence and offerings and will continue to build a stronger philanthropic culture within and around the University to help amplify its impact within the community.



Curtin graduate Dr Tracy Westerman (third from left) with the first five recipients of the Dr Tracy Westerman Aboriginal Psychology Scholarship.

REPORT ON PERFORMANCE (CONTINUED)



Winners of the 2019 VC's Excellence Awards for Professional Staff, pictured with the Vice-Chancellor.

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 2019:

Creating a global, collaborative and connected workforce

- With new campuses in Mauritius and Dubai doubling the number of Curtin's global campuses in recent years, the University continued to promote a 'One Curtin' approach in the way it manages its people and culture. For example, academic and professional staff across all Curtin campuses were included in the annual 'Ngalla Waangi' (Our Voice) staff survey in 2019 and global staff representatives participated in the University's annual Senior Leaders Conference.
- As part of its strategic global partnership with Aberdeen University, a popular **staff mobility scheme** saw five Curtin staff engage in a program of activity at Aberdeen and five Aberdeen staff do the same at Curtin in 2019..

Empowering staff at all levels to lead, innovate and strive for excellence

- A **Staff Learning project** commenced in 2019 to enhance the capability of the University's workforce and improve productivity and internal service delivery. The initial focus is on improving collaboration across the University to identify and develop shared learning opportunities.
- Curtin's commitment to invest in and develop human capital saw a highly successful **mentoring program** conducted in 2019, with in excess of 200 staff actively engaged. The program allowed individuals to build their capabilities through creating and leveraging collaborative relationships across the University.
- Curtin implemented new performance management processes in 2019. An **Academic Capability Framework (ACF)** was launched following an extensive consultation process with staff. The ACF outlines expectations for capabilities and achievements at an individual level, aligned to the University's Strategic Plan. It serves as an institutional guide to attaining excellence across all academic roles and will be used for reviewing performance, supporting career development, and decision-making in respect of appointments, confirmation, promotion and recognition.
- Coupled with the ACF, an **Academic Performance and Career Planning** process was launched for all continuing and fixed-term academic staff. Conversations undertaken by academic leaders and their staff across the University are captured to foster planning and recognition across research, teaching

and engagement aligned to the new ACF. The digital tools developed are applicable for both academic and professional staff.

- The annual **Vice-Chancellor's Excellence Awards for Professional Staff** attracted the highest ever number of team and individual nominations: a total of 54 nominations were received, recognising 203 individual staff. The 2019 awards saw the launch of a new category recognising Excellence in Reconciliation, with six outstanding nominations presented.
- Curtin's **Provost Fellows program** commenced, supporting the accelerated development of high-potential academic staff. The program, which requires participants to focus on a strategic project, saw Professor Helen Hodgson from the Faculty of Business and Law working on career-break management and Professor Reena Tiwari from the Faculty of Humanities researching academic career strategies for Aboriginal and Torres Strait Islanders.

Strengthening our values-based leadership

- Curtin's sustained efforts to strengthen its culture through staff engagement and wellbeing saw staff across all campuses participate in a new **Ngalla Waangi (Our Voice) survey**. Sixty-four per cent of staff across our WA campuses completed the survey. A number of comparative insights made possible by previously used instruments reflected positive growth in areas of *Pride at working at Curtin*, *Feeling Valued* and *Health and Safety*. Similar themes emerged at Curtin's offshore campuses.
- A **holistic staff and student mental health and wellbeing strategy** was developed in 2019 based on our Future of Work Institute's highly successful **Thrive at Work** framework. The strategy aims to positively impact the wellbeing of our people by considering the broad work, study and personal factors impacting on physical and mental health. The framework has also been used to inform components of local-level planning in response to Our Voice results, which reflected staff wellbeing as an opportunity for improvement.

Improving gender and Indigenous equity

- In 2019, a second cohort of 24 female academics from across all faculties completed the successful **Trajectory Program**. Two new cohort-based career and leadership development initiatives – the Senior Female Research Trajectory Program and the Program for Early Academic Careers – were launched. Each program has a cohort of about 25 participants and will be completed in April 2020.
- **Gender Equity and Diversity Working Groups** have been strengthened in each of Curtin's faculties and now report to Faculty Boards, the chairpersons of which are represented on the University's Athena SWAN Steering Group, which promotes collaboration in gender equity across our University.
- **Significant improvements to our academic and leadership recruitment practices** have included the implementation of proactive searches to identify a broader pool of female

applicants for academic vacancies. The initiative has complemented a focus on minimising gender bias in recruitment through systems, processes and procedures designed to support hiring managers.

- **Athena SWAN** benchmarking activities have commenced through our partnership with the **University of Aberdeen**, with both universities sharing areas of good practice and successful initiatives undertaken in the pursuit of gender equity.
- A collaboration with the **Centre for Stories**, an inclusive literary arts and cultural organisation in Perth, supported a cohort of female academics to tell their compelling career stories, with a series of vignettes now showcasing Curtin's STEM stars of the future. These stories are intended to inspire and motivate females to become involved in STEM disciplines and remove some of the psychological barriers that currently exist.
- Curtin was awarded Silver Recognition and ranked in the **Top 5 Universities for LGBTIQ+ inclusion** nationwide at the Australian LGBTIQ+ Inclusion Awards.
- Curtin was named an **Employer of Choice for Gender Equality** by the Workplace Gender Equality Agency for the fifth consecutive year, in recognition of the University's commitment to diversity and promoting equity and inclusion.
- Curtin continued to progress equity outcomes in 2019, including our focus on Aboriginal employment through the University's **Employment and Engagement Strategy to increase Aboriginal participation**. An overall target of 160 Aboriginal staff for 2019 reflected a significant increase on 2018 and an increased effort resulting in 156 people being engaged.
- The Curtin Institute of Radio Astronomy was awarded a **Silver Pleiades Award**. Coordinated by the Inclusion, Diversity and Equity in Astronomy (IDEA) Chapter of the Astronomical Society of Australia, the awards recognise commitment to inclusion, diversity and equity in astronomy.
- Curtin co-designed and hosted the **2019 National Reconciliation Action Plan Conference: Walking Together, Working Together**, held in Perth in October 2019. In excess of 450 delegates from across the country attended, with approximately half the delegates visiting from the eastern states.

LOOKING FORWARD

Future efforts will concentrate on the insights and analytics required to make better planning decisions about the composition of our future workforce and the leadership and professional capability of our people and their experience as lifelong learners. Work will commence on the University's next Reconciliation Action Plan and there will be an increased focus on gender equity and the interventions required to ensure the wellbeing of staff.

REPORT ON PERFORMANCE (CONTINUED)

STRATEGIC THEME 5:
GLOBAL POSITIONING

Curtin Mauritius completed its first year of operation in 2019. During the year, it hosted a workshop for the Curtin Open Knowledge Initiative, exploring how universities can work with local and global communities in the production of knowledge.

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 2019

Expanding our global presence through strategic international partnerships, alliances and integrated campuses

- Curtin continues to **expand its global presence in the Indian Ocean Rim**, with campuses now established in Western Australia, Malaysia, Singapore, Dubai and Mauritius. The strategic positioning of each of the global campuses provides the University an opportunity to fully engage in a region with distinctive economic, political and environmental benefits, and that provides a foundation for better engagement with partners and for direct student recruitment from China, South Asia, Africa and the greater ASEAN region.

- Each of Curtin's global campuses continues to **grow in student numbers and course offerings**. The number of students enrolled in a Curtin program at one of the four global campuses grew two-and-a-half per cent in 2019, with nearly 7,000 students now enrolled offshore. In 2019, significant work was completed to ensure each global campus has a research strategy that aligns with Curtin's overall research strategy.
- Curtin has further developed opportunities for growth in Sri Lanka, in conjunction with longstanding partner, the **Sri Lanka Institute of Information Technology (SLIIT)**. The 17-year partnership between SLIIT and Curtin has had consistent student enrolment and a high level of academic quality which will facilitate Curtin's progression towards offering full programs in Sri Lanka in 2021, moving away from the current articulated program model.

- Curtin continues to develop **strong relationships in China**, with increased partner engagement leading to new opportunities across faculties to build pathways to Curtin degrees. In 2019, the number of students articulating to Curtin Perth from our strategic partners grew by five per cent (297 students), with income from these channels for the first time worth more than \$30 million per year to Curtin. The University now provides the English Language Bridging program in four strategic locations in China, with 202 students currently enrolled who are likely to transfer to Curtin in 2020. The proposed development of a **Joint Institute of Energy Engineering** with the **Shanghai University of Electric Power**, to be based in Shanghai, also continued to progress in 2019.

REPORT ON PERFORMANCE (CONTINUED)

- Curtin has identified and commenced negotiations with a select number of potential partners in South-East Asia (Vietnam and Cambodia) and South Asia (Sri Lanka) to deliver **Curtin Foundation programs**. These new programs will grow Curtin's market share of undergraduate students and enhance our reputation in the ASEAN region. The Foundation program will allow students who previously might not have met Curtin's academic entry requirements the opportunity to complete the preparation program in their home country, and then commence an undergraduate course at any of Curtin's global campuses. It is expected these new Foundation pathways will commence operation in 2020.
- Curtin's alliance with the **University of Aberdeen** continues to deliver many meaningful outcomes for both universities. The **Collaborative PhD program** now has 36 students enrolled across all university faculties. Staff from Curtin and Aberdeen have spent time at each campus as part of the staff mobility initiative which has resulted in joint projects between academic staff and benchmarking of best practice between the universities.
- The Western Australia East Java University Consortium (WAEJUC), of which Curtin is a part, was a **finalist in the WA Export Awards** for its achievements. In 2019, examples of WAEJUC's achievements included the WAEJUC Scholarships, inbound and outbound mobility, WAEJUC Research Training Program and the WAEJUC Professional Development Program.

Growing global demand for our courses and strengthening international research collaborations

- In 2019, Curtin exceeded its targets for onshore international commencements by four per cent – the first time since 2016. This increase of seven per cent from 2018 can largely be attributed to the University's optimal risk rating to attract high-quality students globally, and a range of strategies including implementation of customer-centric enquiry, admissions and conversion strategies and processes; investment into digital and strategic lead generation activities; and stakeholder management and training to mitigate risk of visa refusals.
- The number of **international sponsored students** admitted in 2019 grew by seven per cent (498). Seventy-five of these students were Australia Awards recipients.
- A Memorandum of Understanding was signed with **Saudi Aramco** which will see more than 30 students per year enrol in undergraduate programs at Curtin, primarily in the fields of science and engineering. These students will be fully funded by Saudi Aramco.
- Continuous efforts to build research collaborations in India has seen 50 collaborative PhD students studying in six **Indian Institutes of Technology** locations in India.
- Curtin has made concerted efforts to leverage **Australian Technology Network, E9 and TU9 collaborations**, building on current partnership successes and expanding and aligning opportunities with the University's research strengths.

Supporting a worldwide network of alumni

- **Curtin International** and the **Alumni and Community Relations** teams continued to engage with and support global alumni events, networks and initiatives. Among key events in 2019 were: an inaugural alumni event at Sri Lanka Institute of Information Technology; an Alumni Graduation Ball in Sarawak; Curtin Malaysia 20th Anniversary celebrations in Sarawak and Kuala Lumpur; a Mauritius alumni event; and alumni events in Nanjing and Guangzhou, China. Curtin Singapore was also assisted with the promotion and registration for two Thought Leaders Series events, an ASEAN lecture, and the AIF (Australian Imperial Force) Malaya Nursing Scholarship plaque unveiling

Leveraging our global presence to provide enhanced learning experiences for our students and staff

- Curtin has had record success in the **New Colombo Plan 2020 Round**, securing more than \$1 million for 27 new student mobility projects. Twelve of these projects were granted as Multi Year continuing projects, providing additional funding of nearly \$2 million over 2021 and 2022, amounting to a total funding package of some \$3 million and almost 600 students. This puts Curtin in second place in Australia for funding received.
- Seven students were awarded prestigious **New Colombo Plan Scholarships**. These students will undertake a semester exchange experience at a range of leading universities, including in China and Singapore, followed by an internship arranged with international industry partnerships with the Department of Foreign Affairs and Trade. Bachelor of Health Sciences student **Matthew Harris** was the first Indigenous student from Curtin to be named a **New Colombo Plan Fellow**.
- Substantial work was undertaken in 2019 to develop a **Global Mobility Strategy**, designed to leverage all Curtin campuses and enhance global mobility opportunities for staff and students. The strategy focuses on embedding a University-wide culture that embraces, supports and celebrates international study opportunities at every level.
- The first **Indigenous cultural exchange** cohort of Perth Campus students visited Curtin Malaysia and First Nations communities in Malaysia, funded by the New Colombo Plan. The success of the study tour has opened pathways and connections for discussions on a reverse exchange of Indigenous students from Curtin Malaysia to Curtin Perth.

LOOKING FORWARD

Curtin will continue to strengthen its international competitiveness in 2019 and grow international enrolments. We will continue to work towards 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.



New Colombo Plan Scholars

REPORT ON PERFORMANCE (CONTINUED)



An artist's impression of the TL Robertson Library upgrade and expansion.


**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 2019:*Ensuring a sustainable business model, diversifying our revenue base and aligning resource allocation with strategy*

- Curtin is responding to the shifting higher education market – including increased student demand for more flexible and non-traditional education formats and emerging competition from international and non-higher education sector providers – by **increasing investment in new products and delivery platforms.**

- 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.
- **Open Universities Australia (OUA)** continues to be an important platform for the Curtin product as is Curtin's own online platform. While revenue streams are long established for OUA (**2019 saw an increase in students of approximately seven per cent on 2018**), other online activities are still in their early stages of capturing revenue opportunities.
- The **2019 opening of 137 St Georges Terrace, Perth** as a base for the delivery of short courses, professional education and greater connection to business is seeing this facility well utilised and a focal point for developing further activities in the CBD.
- Curtin continues to build its offshore campus locations as part of a revenue diversification strategy and to provide students with a global outlook and study opportunities. The **Curtin Mauritius** Campus was operational for its first full year in 2019, with 1,573 students studying Curtin programs during the year.

Pursuing operational effectiveness and efficiency to position us for future success

- The capping of Commonwealth funding of domestic students is impacting on Curtin's capacity to grow and fund its strategic objectives. A **focus on cost management** is underway to keep costs in line with revenue.
- With revenue from international students forming an important part of Curtin's revenue the University **invested in improving its international student numbers in 2019**. Prospects for increasing international student numbers have further improved through government initiatives to increase the availability of post-study work rights for international students in Western Australia.
- Curtin's **student accommodation services were outsourced** during the year to provide scale, additional expertise and cost management to student accommodation activities. In addition, Curtin finalised the contracts for the funding, construction and operation of new student accommodation, a hotel, apartments and other activities on campus (as part of the Curtin Exchange development) through a 35-year private public partnership arrangement. This enables Curtin to access the benefits of having additional student accommodation on campus without the expense of funding and construction.

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

- Curtin has a significant capital expenditure program underway to support both teaching and research activities. Construction has commenced on the new \$120 million facilities for the **School of Design and Built Environment** and planning is in its final stages for an \$80 million renovation and expansion of the **TL Robertson Library**.
- An installation of new **'software defined networking'** has been installed across Curtin's Perth Campus, providing the University with new capabilities in effectively managing networks with the benefit of the learning capabilities of the network itself.
- In 2019, Curtin upgraded **cybersecurity prevention and detection capabilities**, which has seen a significant improvement in understanding and detecting risks as they happen.
- **Upgrades to classroom technology** to support the learning needs of students either on campus or off campus are continuing.
- Information from classroom technology is now available to analyse how classrooms are being utilised. **Analytics are now informing more efficient scheduling of facilities** to match needs and classroom capabilities.
- A **'smart' parking solution** has been implemented across Curtin Perth's 6,500 car bays to identify which bays are available at any point in time. The system will become operational in early 2020.

- Curtin's core student and finance systems have moved from on-premise applications to a **cloud-based environment**, which improves scalability, access to mobile applications and easy maintenance and upgrades. A similar change to research systems is being evaluated.

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

- Curtin continued to use the national university **Uniform benchmarking exercise** in 2019 to identify areas where efficiency and effectiveness can be improved.
- With the implementation of new modules in student systems, **significant improvements to processes** have been designed and will be progressively implemented.
- Ongoing investment in **business intelligence tools** has improved management capability to analyse data and introduce various initiatives to improve performance and outcomes.
- Showcasing the University's commitment to sustainable building design, the 137 St Georges Terrace premises has received a **6 Star Green Star – Interiors certification**, the highest sustainability rating for interior fit-outs.
- Similarly, the new School of Design and Built Environment building is targeting a **6-Star Green Star Design & As Built sustainability rating**, including features such as a double façade system and thermochromic glazing to reduce heat, rainwater harvesting, water efficient fixtures and fittings and solar photovoltaic panels.

LOOKING FORWARD

In a challenging and changing environment, Curtin is pursuing its global strategy but seeking strong engagement with the Western Australian Government and university and industry partners as it does so. While disruption comes with risks, opportunities present themselves. Curtin will continue to anticipate changes to its operational landscape, at the same time as embedding a strong focus on sustainability across our campuses and our major areas of activity.



An artist's impression of the new School of Design and Built Environment being constructed at the northern end of the Perth Campus.

REPORT ON OPERATIONS

GOVERNANCE OF THE UNIVERSITY

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

Council met on eight occasions in 2019 (seven regular meetings and one special meeting), including one meeting held at Kalgoorlie. A Council Retreat was conducted on 23 November 2019 on the strategic positioning of the University.

An external review of the performance of Council and its committees was conducted by Emeritus Professor Geoffrey Kiel. A report on the review was considered by Council at its meeting on 16 October 2019.

Key governance-related matters considered by Council in 2019 included:

- approval of the following:
 - priorities, KPIs, measures and targets for assessing the University's performance in 2019
 - Annual Report for 2018
 - contractual arrangements for Greater Curtin Stage One (Curtin Exchange Precinct)
 - budget for 2020
 - revised Finance Committee constitution
 - Academic Freedom and Freedom of Speech Policy
 - revised Investment and Treasury Management Policy
 - various honorary awards
 - Replacement Statute No. 14 – Curtin University Foundation
 - Replacement Statute No 21 – Academic Board
 - Replacement Statute No 11 – Library
 - Academic Board Constitution Rules
 - Library Rules.
- noting reports on the following:
 - University's performance against key performance indicators, measures and targets identified in the Strategic Plan 2017-2020
 - process for the development of the Curtin Strategic Plan 2021 – 2025
 - strategic risk and risk appetite
 - report on International Education Health Check
 - Academic Assurance Statement
 - retention trends and issues
 - IT strategy
 - operations of the Kalgoorlie Campus in 2018
 - performance of the Curtin University Foundation in 2018
 - financial management
 - investment performance
 - strategic investment principles
 - health, safety and emergency management
 - integrity and standards
 - internal audit reports
 - 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 2019 as part of Council's meeting program. These included:

- 2019 priorities and KPIs, measures and targets
- health and safety duties and responsibilities
- global positioning
- learning and student experience
- science and engineering
- research
- philanthropy and advancement.

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 governance arrangements at the University were externally reviewed in 2018 and recommendations arising from the review were implemented in 2019.

Given the outcomes of the review, from 2020 the Academic Board will be assisted in the performance of its responsibilities by the following sub- committees:

- Academic Board Executive
- Academic Services Committee
- Courses Committee
- Global Positioning Committee
- Learning and Student Experience Committee
- Research Committee.

REPORT ON OPERATIONS (CONTINUED)

MEMBERS OF COUNCIL FOR 2019

Members appointed by Governor	Commenced	Terminated	Due to expire
Ms Elisa Fear BCom (UWA) MBA (Cranfield) GAICD	1/4/2018	Current	31/3/2021
Mr Damian Gordon BCom (Curtin) Grad Dip (FinSIA) FCA SF Fin MAICD	1/4/2018	Current	31/3/2021
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)	1/4/2016 1/4/2013 20/4/2010	31/3/2019 31/5/2016 31/3/2013	
Mr Michael Lundberg LLB (UWA) BCom (UWA)	28/5/2019	Current	27/5/2022
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	1/4/2019 1/4/2016 1/4/2013	Current 31/3/19 31/3/2016	31/3/2022
Member elected by salaried (general) staff	Commenced	Terminated	Due to expire
Mr Andrew McLean BA(Hons)(Curtin) AFATEM GAICD	18/6/2016	17/6/2019	
Ms Catherine Clark BA (Murdoch) Grad Cert Public Health (UWA), MInfoMgmt (Curtin)	18/6/2019	Current	17/6/2022
Members elected by students	Commenced	Terminated	Due to expire
Ms Romana-Rea Begicevic (postgraduate)	1/4/2019 1/4/2018	Current 31/3/2019	31/3/2020
Ms Finlay Nolan (undergraduate)	1/4/2018	31/3/2019	
Mr Chris Hall (undergraduate)	1/4/2019	Current	31/3/2020

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 Andrew Crane (Appointed Chancellor from 1/01/2019) BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2018	Current	31/3/2021
		Previously appointed by the Governor 1/4/2015 - 31/3/2018	
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
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 Dale Pinto PhD (Melb) M Tax (Hons) (Sydney) CPA FTIA AFAIM FTMA MAICD	1/04/2018	Current	31/3/2020

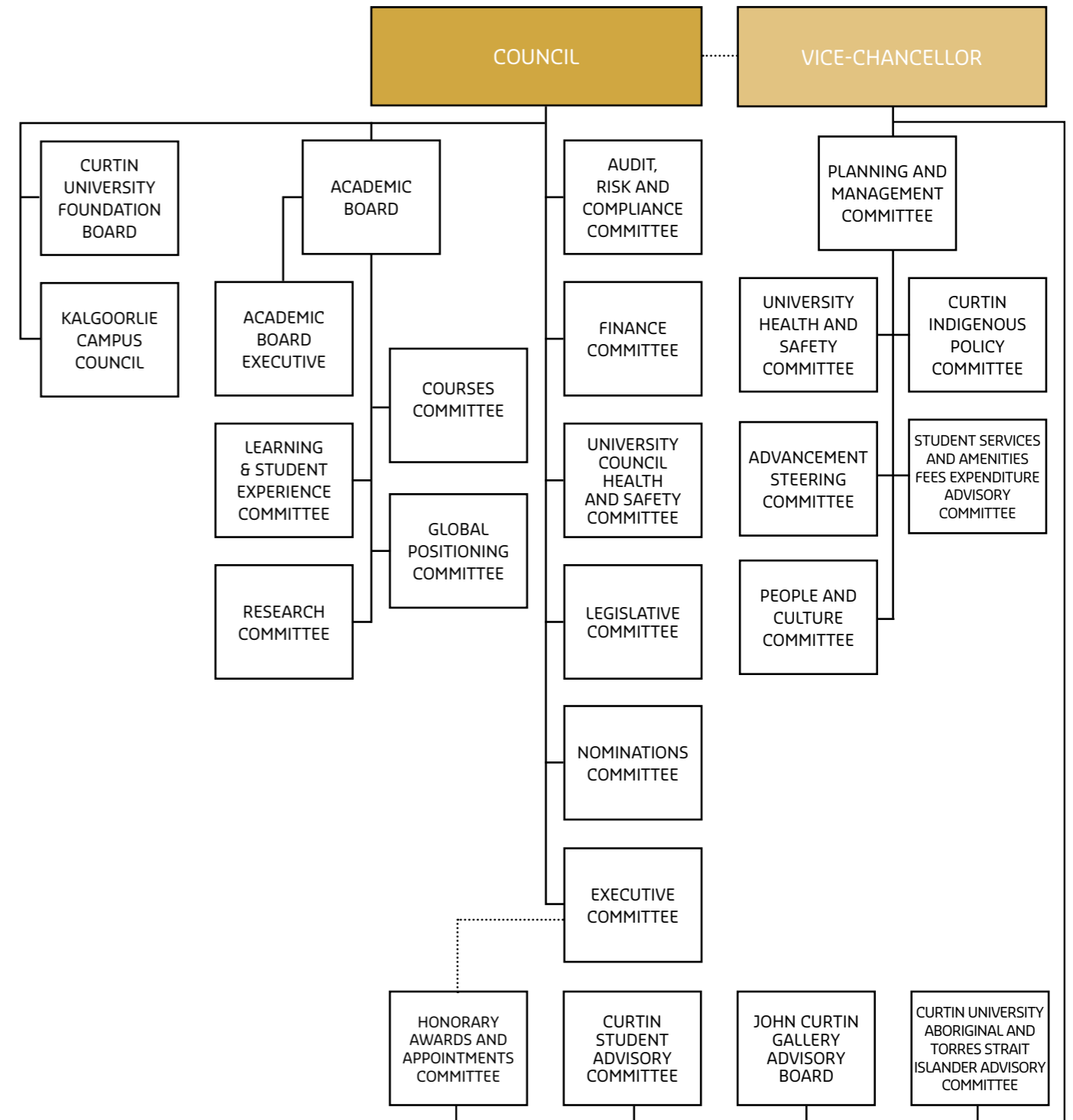
REPORT ON OPERATIONS (CONTINUED)



MEMBERS OF COUNCIL (AS AT 2 DECEMBER 2019)

From left to right: Chris Hall, Professor Dale Pinto, Steve Scudamore, Catherine Clark, Dr Terry Agnew, Sue Wilson (Pro Chancellor), Dr Andrew Crane (Chancellor), Professor Deborah Terry (Vice-Chancellor), Dr Vanessa Guthrie, Damian Gordon, Professor Glenda Scully, Michael Lundberg, Elisa Fear
 Absent: Romana-Rea Begicevic

CURTIN GOVERNANCE STRUCTURE (AS AT 1 JANUARY 2020)

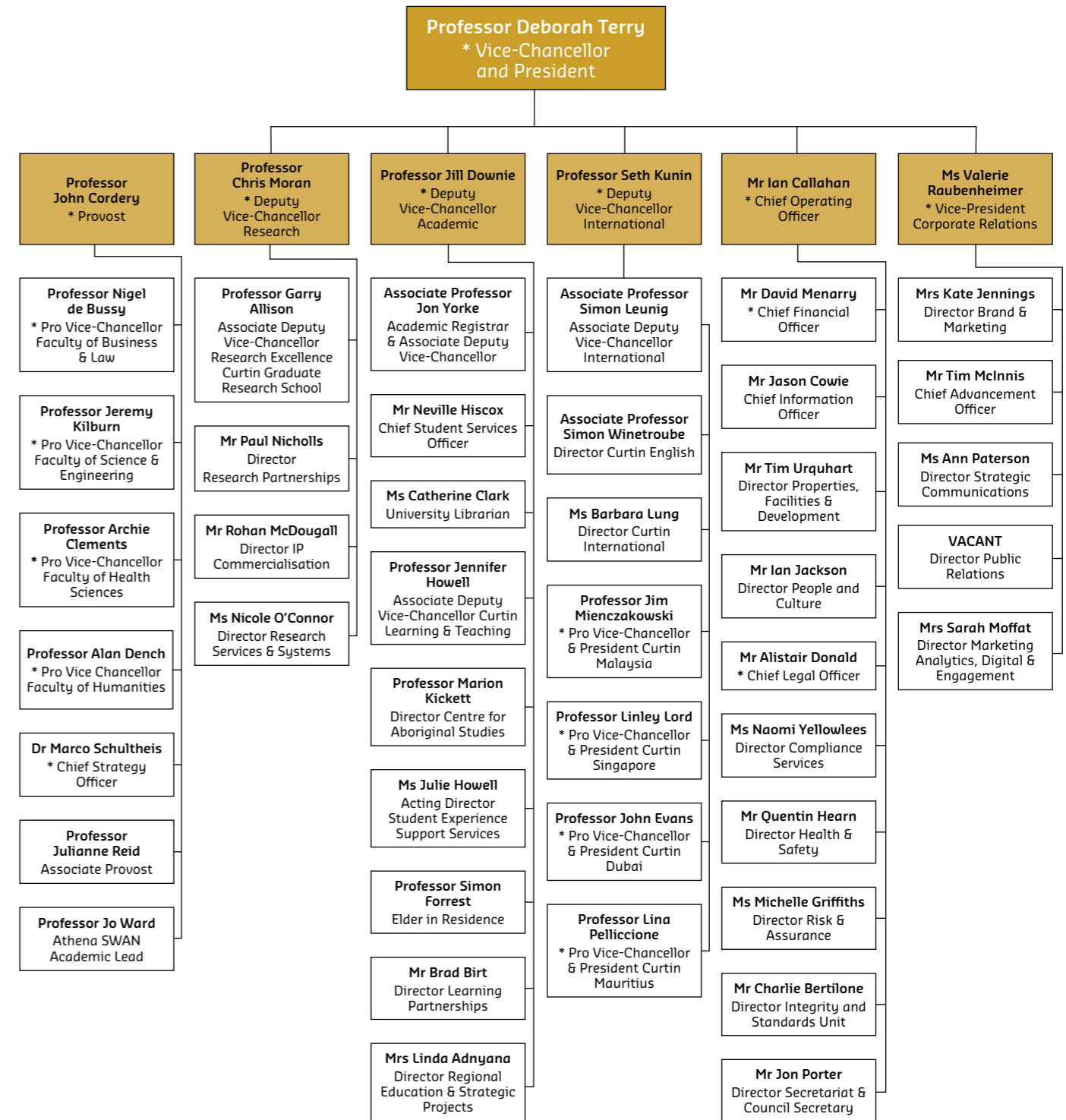


REPORT ON OPERATIONS (CONTINUED)

SENIOR OFFICERS

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
Pro Vice-Chancellor, Humanities	Professor Alan Dench
Pro Vice-Chancellor, Science and Engineering	Professor Jeremy Kilburn
Pro Vice-Chancellor & President, Curtin Sarawak	Professor James Mienczakowski
Pro Vice-Chancellor & President, Curtin Singapore	Professor Linley Lord
Pro Vice-Chancellor & President, Curtin Dubai	Professor John Evans
Pro Vice-Chancellor & President, Curtin Mauritius	Professor Lina Pelliccione
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Dr Marco Schultheis
Chief Legal Officer	Mr Alistair Donald

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 2019 (excluding hourly paid/casual staff):

	Continuing/ permanent	Fixed term/ temporary	Total
Academic staff	875.22	475.05	1,350.27
Professional & general staff	1,412.37	464.98	1,877.35
Total	2,287.59	940.03	3,227.62

STAFFING POLICIES AND INITIATIVES

- The Academic Capability Framework (ACF) was launched, outlining expectations for the capabilities and achievements of academic staff, as they align with Curtin's Strategic Plan.
- Following the release of the Academic Capability Framework, the new Academic Performance and Career Planning process was launched. This process supports a new academic performance and career planning template which facilitates the capture of career conversations held between academics and leaders to support teaching, research and engagement outcomes.
- Digital platforms were developed to support performance and career development conversations for both academic and professional staff.
- Leaders of academic staff undertook a competency-building program to support effective and meaningful performance and career planning conversations.
- Single Touch Payroll reporting processes were created to ensure compliance with new legislative requirements.
- Family and domestic violence online and face-to-face training modules were created and rolled out across the University. The training program was designed specifically for managers as they are influential in setting an environment of support, safety and inclusion.
- A staff and student mental health and wellbeing strategy has been developed using the Curtin Future of Work Institute's newly developed 'Thrive at Work' methodology.
- Strategic workforce planning was normalised as part of the School review process.
- The Academic Portfolio dashboard was created to assist staff to review their own academic outcomes whilst also increasing visibility of outputs for the purposes of planning and development.
- Talent acquisition processes and procedures have been updated to facilitate an improved candidate experience throughout any recruitment activity.

HEALTH, SAFETY AND EMERGENCY MANAGEMENT

2019 REPORTABLE KEY PERFORMANCE INDICATORS

Measure	Actual results			Results against target	
	2017	2018	2019	Target	Comment on result
Number of fatalities	0	0	0	0	Meets target
* Lost time injury/disease incidence rate (LTIR)	0.16	0.19	0.08	0 or 10% reduction	Exceeds target
** Lost time injury/disease severity rate (LTISR)	0	0	0	0 or 10% reduction	Meets target
*** Percentage of injured workers returned to work within:					
(i) 13 weeks	100%	86%	100%	Greater than or equal to 80%	Exceeds target
(ii) 26 weeks	100%	100%	100%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	85%	83%	81%	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 (UHSC), 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 2019 targets. Lost Time Injury Incidence Rate (LTIR) for 2019 has slightly decreased to 0.08, showing a further improvement on the previous two 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 three years and also met target of 80% or greater trained rates.

REPORT ON OPERATIONS (CONTINUED)

Other key objectives achieved in 2019 included:

- Curtin maintained its certification of AS/NZS 4801 following the annual periodic assessment. The assessment identified opportunities for improvement which included health and hygiene management, contractor management, internal self-assessment and training needs and effectiveness. In response to these opportunities, Curtin's Health and Safety Department has assisted areas to develop their safety management plans and their health and safety objectives and targets. Contractor management and performance review processes are being developed. The health and hygiene assessments/monitoring program and identifying training needs and effectiveness has also commenced.
- Launch of an audit module for Curtin's online incident and hazard reporting system, CHARM. This intuitive, web-based tool enables the assigning of spot checks to the Health and Safety Team, local self-assessment inspections to staff responsible for the area as well as safety audits across all areas of the University.
- Automation of incident and hazard data from CHARM into the University's Business Intelligence Tool that is easily accessible by all staff. The first release includes all hazard, incident and injury data in an easy-to-navigate dashboard, detailing data based on campus, organisational level and person type.
- The Australasian University Safety Association, comprising 48 universities from the region, held their annual conference in Perth. Curtin, as the Chair of the Western Australian chapter, coordinated the event which gave all those attending an opportunity to network and further their skills and knowledge relating to the university sector. Three staff from Curtin had their abstracts approved for presentation at the conference.
- Education sessions were run to assist managers to understand the proposed Work, Health and Safety legislation requirements, in particular the new penalties, definitions and how to meet 'due diligence' requirements. This will continue into 2020.
- In collaboration with People and Culture and Digital Technology Services, a business improvement project commenced for a University-wide solution to assist areas to meet their obligations under the current and proposed legislation, ensuring health and safety training needs are identified and managed. The implementation of a solution will commence in 2020.

WORKERS' COMPENSATION AND INJURY MANAGEMENT

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. Lower than usual workers compensation claim numbers have allowed the team to increase their focus on injury prevention activities, focusing on the development of a holistic

mental health and wellbeing strategy based on the 'Thrive at Work' framework developed by our Future of Work Institute. The prevention of physical injuries also remains a 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 development of a holistic student and staff mental health and wellbeing strategy, for implementation in 2020
- an expanded wellbeing community of practice to help support and promote student and staff wellbeing
- enhanced Employee Assistance Program (EAP) support for staff with a transition to a new provider and a more integrated support model
- a partnership between our People and Culture and Psychology and Counselling Services teams resulting in an additional 76 staff trained in Mental Health First Aid
- the provision of 223 staff workstation assessments and 57 student placements in collaboration with the School of Physiotherapy and Exercise Science.

SIGNIFICANT ISSUES AND TRENDS

EFFECT OF ECONOMIC AND OTHER FACTORS IN 2019

Government funding

After significant uncertainty in 2018, the Federal Government announced it would be introducing new funding arrangements for domestic students. The new arrangements, confirmed in 2019 and starting from 2020, introduce a performance-based funding scheme to focus on four key performance measures: graduate employment outcomes; student experience (i.e. improved satisfaction); student success (i.e. reduced attrition); and equity group participation (i.e. Indigenous, low socio-economic and regional). The constrained financial environment continues to create pressure in the sector with Commonwealth-funded bachelor places continuing to have a maximum funding envelope.

Research and industry alignment

The Government announced in the 2018-19 Mid Year Economic and Fiscal Outlook that the Research Block Grants scheme would be reduced by \$328.5 million over four years. This will create further pressure on universities to supplement research funding from other sources. Universities will need to diversify revenue streams and will also need to become more outcomes-focused to prioritise those research projects that will deliver the highest impact to society.

Industry and university collaboration are integral to fuelling innovation and productivity in the Australian market and there will be a continued focus for universities on fostering longstanding relationships with industry partners to deliver organisational and community outcomes. Continued investment

by universities to facilitate deeper connections with industry and community partners is expected to continue in 2020, with a focus on the United Nations Sustainable Development Goals (and in particular climate, in light of recent events) which is likely to influence research investment priorities in the future.

Global competition and market demands

Australian economic activity has been constrained, with low gross domestic product growth due primarily to restrained discretionary spending. A weaker Australian dollar has resulted in the relative price of international education being attractive for international students; however, the Australian dollar is expected to strengthen which may soften the increased levels of international student demand as we have experienced since 2014.

International competition is also expected to heighten, with countries adopting policies similar to Australia and Canada to remain competitive and capture more of the international student market. The United Kingdom this year announced changes to student visas to allow post-study work rights, which will likely see increases in international students studying in the United Kingdom as they will be able to stay and work longer after their studies. Moves by other countries to introduce attractive international student policies will likely impact the number of international students studying in Australia.

Following Perth's reinstatement as a 'region' in late 2019, it is expected the new status will stimulate international student demand in the Western Australian market in future years. What has previously been a detractor for Perth as an international student destination now will provide an opportunity to encourage international students to consider Perth as a study destination, as it will enable international students to remain in Australia on a post-study work visa for a year so they are able to benefit from work experience.

On the domestic front, Australian undergraduate enrolments have continued to grow; however, the Western Australian undergraduate enrolments have plateaued. The Western Australian decline can be attributed to a reduction in Year 12 students attaining an Australian Tertiary Admissions Rank (ATAR) and those applying for university places via the Tertiary Institutions Service Centre (TISC) process. The Year 12 population is expected to increase through to 2028 before plateauing and a key challenge will be growing university degree attainment rates to provide for improved employment outcomes.

To address declining regional enrolments, the Government is committed to stimulating demand in regional areas and has allocated \$93.7 million over four years from 2019-20 to establish a new scholarship program. The program will focus on increasing domestic and international students studying in regional locations and will provide opportunities for students to live and study in a regional community, which is also expected to bring economic and other benefits to regional communities.

An amount of \$134.8 million will also be provided to strengthen higher education enrolment in regional Australia, funded over four years, commencing 2018-19. This includes \$42.3 million to deliver:

- an additional 1,955 scholarships in 2019 for students undertaking Science, Technology, Engineering, Mathematics, Health and Agriculture tertiary qualifications
- support for additional Regional Study Hubs to improve access to higher education for students from rural and remote Australia
- support for the development of a National Regional, Rural and Remote Higher Education Strategy.

Continued speculation on the future of work and skills required to remain relevant in the workforce have continued to be a focus in 2019, with a strong focus on ensuring that university graduates are job ready, which will continue into 2020 and beyond. As the digital disruption and the pace of change accelerates in the workplace, employers are seeking job ready graduates with a focus on "t-shaped" skills, i.e. deep speciality areas and broader soft skills, such as communication, problem-solving, critical thinking, analytical mindset and collaboration. The continued challenge will be for universities to continue enhancing their learning pedagogies to adopt new and innovative approaches and curriculum to meet the expectations of students and the demands of employers.

CHANGES TO THE LEGAL ENVIRONMENT AFFECTING THE UNIVERSITY IN 2019

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

FOREIGN INFLUENCE TRANSPARENCY ACT 2018

This Act specifies the requirement to register certain activities taken on behalf of a foreign principal for the purpose of influencing government decision-making. The University would be required to register activities under this Act if the relevant circumstances arose.

COPYRIGHT ACT 1968

The Copyright Amendment (Services Providers) Act 2018 extends the operation of the safe harbour scheme to enable educational providers to receive the benefits of safe harbour protection. The University is considering how the copyright safe harbour provisions apply to Curtin and is finalising a process to implement these.

REPORT ON OPERATIONS (CONTINUED)

OTHER DISCLOSURES AND LEGAL REQUIREMENTS

ACT OF GRACE PAYMENTS

In 2019, 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 2019, the following costs were recorded against these items:

	Amount \$ (excl GST)
Advertising Agencies	1,292,959
Campaign	-
Non Campaign	1,292,959
Market research organisations	281,100
Media advertising organisations	3,929,222
Grand Total	5,503,281

CAPITAL WORKS

Projects Completed in 2019

Curtin Bus Interchange

- This project was designed to create an integrated, accessible and vibrant transport terminal in the heart of the campus. As part of the Exchange Precinct outcome, it has provided an uplift in amenity, economic diversity and transport choice for Curtin and the community.
- The project was forecast for construction completion in late 2018, however the project suffered as a result of the principal contractor, Cooper and Oxley, entering voluntary administration mid-2018. It was ultimately completed in early 2019 and fully functional for first semester. As a result of this contractual issue, the project was delivered within a five per cent overrun of the funding provision of \$15.4 million.



The new Curtin Central Bus Interchange was opened in early 2019.

Midland Campus (Health)

- The State Government 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 programs as a whole.
- A construction contract was awarded at the end of 2017 with the construction completed in early November 2019. Occupancy will formally occur for first semester in 2020. The total project was successfully delivered for the funding amount provided by the State.

School of Design and Art Upgrade

- The Design and Art buildings 202, 203 and 212 were at end of life and required to be refurbished to provide upgraded facilities and support strategic plans including on-line and contemporary learning initiatives. It was also linked to enhancing the southern precinct of the Perth Campus and to integrate with the Creative Quarter public realm.
- Construction commenced in late 2017, undertaken on a staged basis to allow for ongoing operations, and reached completion in October 2019. It was successfully completed within the forecast project cost of \$12million.

Building 311 PC2 Super-Laboratory Pilot (and compliance refurbishment works)

- This project developed a prototype 96-seat multidisciplinary undergraduate science teaching laboratory and forms part of the Curtin Super Sciences Program linked to the University's Research Capacity Building programs.
- Construction commenced in late 2018 and was successfully completed in October 2019 and within the funding provision of \$11.5 million.

General Refurbishments

- In 2019, as per our recurrent refurbishment programs, a wide variety of works were undertaken including a number of access and inclusion projects; e.g., Building 102 external stairs, Building 200A Universal Access Toilet installation, Building 401 auto door upgrade, Building 402 stair upgrade, Building 407 external landscaped area improvements, and multiple tactile ground surface indicator installations.
- Examples of key minor refurbishment projects delivered included: lift replacements in Building 205 and Building 405; Science and Engineering upgrades to support the Building 206 Bio-concrete and Bio-soil Extraction activities; Building 306 Mass Spectrometer Laboratory upgrade; Building 404 Anatomy Lab refurbishment; Building 405 Clinical Practice skills area upgrades; and the Building 609 National Drug Research Institute Quiet Room upgrade.
- Hazmat rectification programs included the Asbestos Removal Program undertaking removal in Building 205; the PCB Removal Program for the removal and replacement of light fittings in Building 106, Building 121, Building 204, Building 205, Building 208, Building 207, Building 309, Building 311, Building 402, 78 Murray Street, Perth and all Kalgoorlie buildings.
- The 'End of Life' replacement program included autoclaves removed and replaced in Building 308 room 233, fume cupboards and associated mechanical.



An interior view of the new Midland Campus. The building incorporates public artwork by Aboriginal artist Justin Martin in collaboration with Milne & Stonehouse artists.

REPORT ON OPERATIONS (CONTINUED)

Major projects commenced or under construction in 2019

Greater Curtin Stage One (now known as 'Exchange')

- 2019 saw the final negotiation process completed with the selected private sector consortia to finance, deliver and operate Exchange. Following Council approval in December 2018 to enter into agreements with the proposed project company, Curtin executed the principal agreements on 4 June 2019, with construction commencing thereafter.
- With an end capital value at circa \$300 million, the scope of the development includes student accommodation, short-stay accommodation (hotel), apartments, industry partner space, retail, and supporting amenity and infrastructure.

Building 418 School of Design and Built Environment

- Originally included as part of the Exchange transaction, this was removed from the deal in order to be delivered by Curtin as a business-as-usual capital project. Construction commenced in September 2019 and is forecast to be completed in March 2021 with occupancy to occur for the second semester in 2021.
- With a project value of \$115 million, this building will be the home for the School of Design and Built Environment, but also includes more than 2,500 square metres of space fully integrated for industry partners.

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 has avoided the need to construct a new building by co-locating research activities, providing a centralised dangerous goods store for Technology Park, repurposing non-utilised space, resolved current non-compliance issues and improved building running costs and sharing of equipment. Construction commenced in early 2019 and will be completed in the first quarter of 2020 within a funding provision of \$8.4 million.

Major projects forecast to commence construction in 2020

Building 105 TL Robertson Library Upgrade

- The library requires a major upgrade in order to provide a best-practice, contemporary, fit-for-purpose library facility.
- To maintain ongoing library operations at all times, the delivery strategy consists of two stages with Stage One comprising a new services tower and related infrastructure upgrades, a new entrance, updated ground and lower floors, and repurposing the top floor from services space into useable floor area. Stage One will commence construction in the first half of 2020 with a revised funding provision of \$80.75 million. Timing for Stage Two is to be determined and is not linked to Stage One completion.

Building 610 Curtin Institute of Radio Astronomy

- Commensurate with the importance of this institute, the facilities and services infrastructure require to be upgraded to improve functionality and also provide additional accommodation.
- The project value is \$2.2 million with works to commence and be fully completed within 2020.

Faculty-specific recurrent projects – for Business and Law, Health Sciences, Humanities and Science and Engineering

- On a recurrent basis across Curtin's four faculties, multiple projects are defined and undertaken every year to address various refurbishments, teaching and learning requirements, and research driven upgrades.
- In 2020 the collective budget is \$7.1 million and includes, as an example, Building 408 CBS Trading Room Refurbishment, a dedicated fit-out for the Luxury Branding Research Cluster, redevelopment of the Building 305 Higher Degree by Research office areas, planning for the Dementia, Disability and Ageing Centre, upgrade of the Curtin 'HIVE', and refurbishment of Building 205, Building 206 and Building 314 for Mechatronics and Electrical Engineering.



Artist's impression of TL Robertson Library interior



An artist's impression of the completed Exchange Precinct at the northern end of the Perth Campus (aerial view). The existing Curtin Stadium and car park is in the foreground, with the new Exchange buildings in the corridor behind it and to its right. They include multi-storey student accommodation blocks, a hotel and apartments and the new School of Design and Built Environment.

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 2019 is as follows:

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2019 financial year ¹
Council Member (Non-student member)	Dr Terry Agnew	Annual	3 months	\$3,750.00
Council Member (Committee member)	Dr Terry Agnew	Annual	9 months	\$15,000.00
Council Member (Student)	Ms Romana-Rea Begicevic	Annual	12 months	\$5,000.00
Chancellor	Dr Andrew Crane	Annual	12 months	\$80,000.00
Council Member (Staff member)	Ms Catherine Clark	No entitlement	6 months, 13 days	Zero
Council Member (Committee member)	Ms Elisa Fear	Annual	12 months	\$20,000.00
Committee Member (Co-opted)	Ms Beth Gordon	\$2000.00 per meeting	12 months	\$18,000.00
Council Member (Committee member)	Mr Damian Gordon	Annual	12 months	\$20,000.00
Council Member (Committee Chair)	Dr Vanessa Guthrie	Annual	12 months	\$35,000.00
Council Member (Student)	Mr Chris Hall	Annual	9 months	\$3,750.00
Council Member (Non-student member)	Mr Michael Lishman	Annual	3 months	\$3,750.00
Council Member (Non-student Member)	Mr Michael Lundberg	Annual	7 months, 3 days	\$7,983.87
Council Member (Staff member)	Mr Andrew McLean	No entitlement	5 months, 17 days	Zero
Council Member (Student)	Ms Finlay Nolan	Annual	3 months	Zero
Council Member (Staff member)	Prof Dale Pinto	No entitlement	12 months	Zero
Committee Member (Co-opted)	Ms Ann Robinson	\$2000.00 per meeting	9 months	\$6,000.00
Council Member (Committee Chair)	Mr Steve Scudamore	Annual	12 months	\$35,000.00
Council Member (Staff member)	Prof Glenda Scully	No entitlement	12 months	Zero
Committee Member (Co-opted)	Mr David Southam	\$2,000.00 per meeting	12 months	\$8,000.00
Council Member (Vice-Chancellor)	Prof Deborah Terry	No entitlement	12 months	Zero
Council Member (Pro Chancellor)	Ms Sue Wilson	Annual	12 months	\$40,000.00

¹ Includes sacrificed remuneration made as a donation to the Curtin University Foundation.

DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

An indemnity agreement has been entered into between the University and its 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 2019 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 2019 the following progress has been made against initiatives to address the seven outcomes prescribed under the legislation and monitored by the Department of Communities.

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

An audit of services and co-curricular programs was completed in 2019 to ensure inclusiveness and accessibility of design for students with disability. Changes were implemented in consultation with students and it is now easier for students to navigate Curtin's website, more easily locating key information through the home page.

Curtin Connect provides services via phone, email and for 'walk in' visitors without needing an appointment. Services are aware of how to cater for needs of students with disability through their online training. Concierge Services offer 'meet and greet' and can answer or assist with basic questions or refer onwards to appropriate supports.

Automation of Curtin Access Plans (CAPs) is underway, enabling students to access reasonable adjustments to assist them in their course requirements. This involves engagement of, and review by, relevant stakeholders across the University and by National Disability Services colleagues. CAP visibility within Student Systems has been made a priority, and CAP information is now included in staff education sessions. Further, an updated Disability Services website has been completed in response to individual staff and faculty requests.

Curtin Stadium has launched a youth mental health program for 17-25 year olds with mental health issues. The program involves a series of one-hour individualised gym-based sessions, combining aerobic, resistance, stretching and relaxation for participants with a level of readiness to participate in a supervised exercise program.

Work continues across Curtin to identify and embed the student capabilities (inherent requirements) particular to each course available at Curtin. This work takes into consideration other aspects of student life such as parenting/carer commitments, time off from employment to participate in work integrated learning/fieldwork experience and cultural considerations. This work will continue through into the first half of 2020 before being published via Curtin's online course handbook. This will enable identification of reasonable adjustments for students with disability to fully participate in and meet the curriculum requirements, in order to successfully graduate from their course.

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

The Curtin Digital Wayfinding tool 'MazeMap' has been successfully implemented and includes obstacle-free routing, screen reader compatibility and written routing directions. It also allows users to locate accessible toilets and ACROD parking bays on campus. DAIP outcomes have driven the development of this initiative.

The Integrated Transport Management Plan has been published. Prioritisation of pathway crossings and ACROD bay distribution across campus has been developed in consultation with an external access consultant as well as key Curtin stakeholders. A design consultant has been appointed and concept design has commenced.

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

The adoption of a Universal Design (UD) approach by Curtin signals a move away from using an 'accommodation' type process for addressing inaccessible services and facilities, which only come into play when a person self-identifies as having an alternative requirement to access information or a service.

A feasibility study examining what actions were necessary to achieve W3C WCAG (web content accessibility guidelines) AAA compliance (from current AA rating) was completed in March 2019. Achievement of compliance will be managed at a local level.

Implementation of captioning of lecture content recorded by the University is progressing, as part of our focus on embedding universal design into our teaching and learning activities. Automated speech recognition captioning was piloted by the School of Media, Creative Arts and Social Inquiry from November 2018 to March 2019, in courses delivered through Open Universities Australia. The pilot is intended to be expanded during 2020.

REPORT ON OPERATIONS (CONTINUED)

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

An online disABILITY AWAREness training module for staff was launched in May, within a suite of other diversity and equity training offerings. This covers:

- the diversity of disability and how it may impact an individual
- the rights of people with disability and relevant legislation
- how to communicate effectively with a person with disability
- accessibility and Universal Design
- Curtin's support services for staff and students with disability
- reasonable adjustments and Curtin Access Plans.

This introductory online training program has been designed to increase staff understanding of disability, its impact on participation in study and the workplace, and to assist staff to support students, staff and visitors with disability at Curtin.

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

Promotion of Curtin's Integrity and Standards Unit (ISU) and the Complaints Portal occurs through the online ISU community, internal presentations, student AccessAbility (disability services) newsletter, and the social media community.

An article on accessibility options appeared in Curtin's January 2019 ISU information sheet to staff, as well as a range of other internal communications mechanisms and training workshops. For students, the previously developed ISU communications are now included each semester in the Disability Services Newsletter to students with disability who are registered with Curtin's AccessAbility team.

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

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. Relevant areas of the University, including Corporate Relations and Properties, Facilities and Development are working to ensure the appropriateness of existing consultation guidelines for Curtin to ensure they align with expectations around delivery of information being made available in accessible formats.

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

The People and Culture area is engaged in the process of developing a recruitment strategy targeting the employment and working experiences of people with a disability. Throughout 2019, measures were focused on encouraging staff confidence in disability disclosure, including fully revised website information and the updating of Equal Employment Opportunity data collection systems to assist this. The Staff Portal has been assessed to address accessibility issues previously encountered through the on-boarding process so that people using screen reading software are not required to disclose personal information (e.g. bank account details and tax file number) to colleagues upon commencement of employment.

Remote work guidelines were completed and launched to provide more flexible employment opportunities for all staff. Flexible work arrangements are embedded in our Enterprise Agreement. A 'flexible work guide' is available to assist staff and managers to promote flexible work practices.

A Mental Health Action Plan (2019-2024) for staff has commenced implementation, with four key strategic directions identified to guide the future action the University will take to support staff mental wellness within the workplace:

- improving mental health awareness and literacy
- creating a work environment that supports mental health
- health support
- prevention and early intervention.

In 2019, around 80 Curtin Perth staff participated in and achieved certification in Mental Health First Aid training.

Curtin has launched a new recruitment service, which facilitates direct and exclusive employment opportunities in industry for the Curtin student and alumni community. As part of this launch, a new webpage, 'Students with disability encouraged to apply', has been created, advertising jobs from employers actively seeking to engage graduates with disability.

Curtin also hosted a seminar mid-year with JobAccess to promote the benefits of diversity and inclusion in the workplace and to raise awareness of support services provided by the Federal Government to employers seeking to employ people with disability.

ENVIRONMENTAL SUSTAINABILITY

Following the award of Australia's first ever 5-Star Green Star – Communities certification in 2015, work has been underway to prepare for recertification in 2020 for the Perth Campus. Green Star – Communities, a recognised third party certification system managed by the Green Building Council of Australia, assesses the University against benchmarks for governance and innovation, design excellence, environmental sustainability, economic prosperity and liveability.

Key initiatives delivered in 2019 included:

- update and implementation of Curtin's Climate Adaptation Plan, ensuring our buildings and operations are designed to be resilient in the face of a changing climate
- completion of a Campus Local Water Management Strategy, with strong focus on water sensitive urban design, managing stormwater and reducing the University's water consumption
- launch of the new Curtin Central Bus Station, providing a safe and user-friendly public transport hub in the heart of the campus
- removal of under-desk bins and introduction of waste separation at source in campus buildings, decreasing the volume of waste sent to landfill
- updates to the Black Cockatoo Action Plan and the Urban Forest Action Plan, with the aim of increasing habitat and biodiversity into the future
- upgrade of the central heating and cooling plant facilities to provide more efficient technologies, resulting in a significant reduction to energy consumption and greenhouse gas emissions
- campus-wide review of community safety and designing out crime, confirming Curtin's vision of building a safe and liveable campus
- certification of Curtin's new Midland Campus with Green Star - Design and As Built 5 Star – Australian Excellence
- certification of the latest addition to Curtin Perth City, with the new 137 St Georges Terrace being awarded a Green Star Interiors 6 Star certification – representing world best practice sustainability initiatives.

Transport

Following the major upgrade to cycling and active transport facilities last year, 2019 saw the next layer of the transport hierarchy being addressed with the opening of the new Curtin Central Bus Station in the heart of the Exchange Precinct. Designed following the principles of a Transit Oriented Development, Curtin and the Perth Transit Authority have delivered a high-quality, user-friendly, safe and sustainable regional transport hub.

Biodiversity and public places

The Urban Forest and Black Cockatoo Action Plans were updated in 2019, strengthening the University's vision for a thriving urban campus that supports local biodiversity. Over 700 natives were planted this year, along with a number of semi-established nut trees as part of a new initiative to address the current food shortage for Black Cockatoos being experienced across the region. Construction works on campus saw the implementation of Curtin's recently created tree bonding scheme, with 38 high-value trees transplanted from the Exchange construction site to the southern end of the Perth Campus, including the newly refurbished School of Art and Design Precinct.

Management of Public Places through water sensitive urban design has continued, with native species being selected for our gardens, replacement of herbicides with steam for weed control and an upgrading of the central bore system. The central core system uses rainwater, moisture and nutrient sensors to provide optimal irrigation to Curtin's open spaces.

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 central plant network allows the University to provide energy efficient heating and cooling to buildings across the Perth Campus. In 2019, major upgrades were undertaken with the installation of more efficient boilers and chillers and research undertaken into how operational changes can assist in decreasing campus energy demands. This has resulted in large reductions in energy consumption, including a 13 per cent reduction in gas usage.

Total energy consumption* in the 2018/19 financial year** was 242,496 gigajoules, down from 273,412 gigajoules in the 2016/17 financial year. Greenhouse gas emissions also dropped from 40,225t CO₂-e to 35,774 t CO₂-e in 2018/19.

* All energy values are for Curtin University operations in Western Australia only

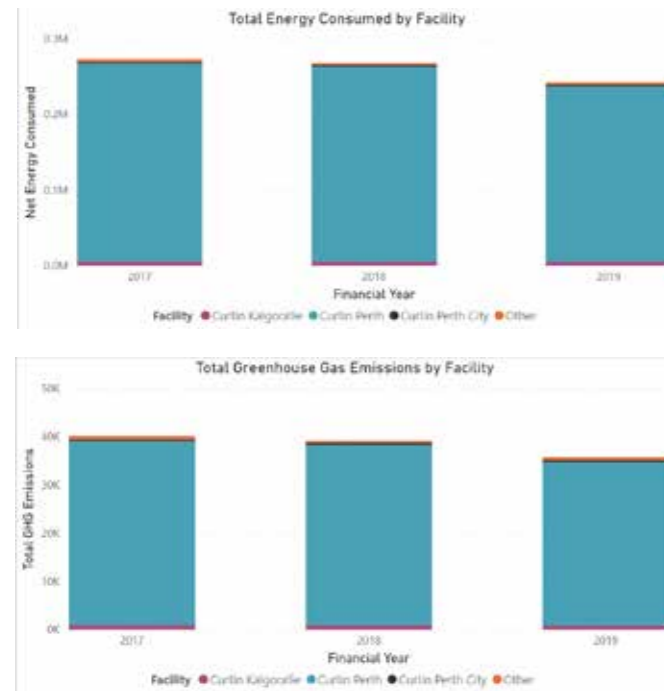
**Calendar year data is not available due to timing of the Annual Report, and so Financial Year data has been used.

REPORT ON OPERATIONS (CONTINUED)

Operational waste

The University currently has 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. To support recycling initiatives on campus, new recycling and general waste bins were rolled out to all buildings on the Perth Campus, with bins in central areas replacing all under-desk bins. This simple change has resulted in a reduction in waste going to landfill, improved recycling opportunities and a reduction in resourcing in the area of cleaning and waste management.

After highly successful trials on the Duo BigBelly Solar Compactors last year, 2019 saw more being rolled out across the campus. The bins incorporate a solar powered, wireless and integrated system that automatically compacts rubbish, increasing the capacity from 120L to 600L, and which notifies the waste and recycling staff when they are nearly full and ready for collection.



MARKETING ACTIVITIES

A focus on profiling and promoting research activity continued in 2019. Curtin’s ability to support this key strategic priority improved significantly with the appointment of two dedicated research marketing staff, who in 2019 helped University Marketing and the Research Office establish and manage several new promotional initiatives in the research space.

In March, the inaugural *Research Rumble* – a four-day showcase of Curtin research – provided an opportunity to communicate Curtin’s research to the public through a program of talks and expos held across Curtin’s Perth locations. This was promoted via a website, a digital advertising campaign and printed material.

The University Marketing Content Strategy 2019-2021, produced in the first quarter of 2019, provides a roadmap for marketing content creation and defines two new content streams – a podcast and a video series – designed to strengthen Curtin’s brand positioning as a future-focused university and a thought leader.

The podcast series, titled *The Future Of*, was launched in September, with the weekly series featuring interviews with Curtin researchers on their work and their predictions for the future of their respective disciplines. Twenty episodes were published in 2019, attracting more than 2,000 unique listeners. The project will continue in 2020 and is expected to foster long-term listener loyalty and brand awareness.



The Future Of podcast series on Facebook.

The video series *Ask an Expert* was launched in October. Published fortnightly, each video features a Curtin academic answering a question that’s deemed to have broad appeal. Five videos were published in 2019, featuring a range of Curtin experts answering questions such as *Are we alone in the Universe?*, *Why are native bees so important?* and *How do we develop phobias?* The series is intended to resonate with a broad audience, but particularly with a key recruitment market – high ATAR school leavers.

As a supporting partner of the Resources and Technology Showcase 2019 at the Perth Convention and Exhibition Centre in November, Curtin hosted an exhibition space alongside some of the world’s biggest resources and technology companies, including Rio Tinto, BHP, Woodside and Chevron. The three-day event was an opportunity for Curtin academics to engage face-to-face with conference attendees and explain Curtin’s contribution to mining’s technological future.

In June, market research company Painted Dog was commissioned to survey prospective and current Curtin students to gain better insight into how our printed prospectuses – some of the University’s primary student recruitment tools – are received by the prospective undergraduate market, both domestically and internationally. Findings showed that, despite the availability of course information online, printed material is still highly valuable to prospective students and their parents and the market was generally satisfied with the type of information provided. This type of market research is invaluable in such a competitive market and ensures Curtin remains responsive to market trends.



Ask an Expert video series

To keep domestic school leavers abreast of important application deadlines and study options, University Marketing ran a new-look ‘Summer Help’ campaign across social media, email, website and information sessions. Starting in December, the campaign included information regarding TISC deadlines, pathways and scholarships and aimed to support school leavers and their parents potentially anxious about a condensed timeframe of only two days between the release of ATAR results and the deadline to change course preferences.

In a project spanning the entirety of 2019, University Marketing collaborated with Digital and Technology Solutions and University Admissions to review and optimise Curtin’s primary online destinations for future students. Attracting millions of visits each year, the website is key to Curtin meeting its student recruitment targets. The project saw two separate sites (providing detailed course information and general university information) merged to provide a single, easily navigable resource for prospective students: study.curtin.edu.au. This was launched in November.

The digital-led ‘your career starts here’ campaign was the primary international lead generation initiative for the year. Building on the strength of the University’s work-integrated learning opportunities, it had a photo-documentary aesthetic, featuring Curtin’s international students immersed in industry environments. Targeting Singapore, Malaysia, Indonesia, Pakistan, Nepal, Indonesia, Hong Kong and Philippines, the campaign delivered a 28 per cent increase in click-throughs on the equivalent 2018 campaign. Another key initiative was the revamped offer conversion strategy, which saw uplifts of 18 per cent in undergraduate conversion and 11 per cent in postgraduate conversion, both of which are above industry average.

REPORT ON OPERATIONS (CONTINUED)

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.

RECONCILIATION ACTION PLAN (RAP)

Early in 2019, Curtin launched to the external community 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. Significant work has occurred this year to ensure that, from 2020, students in all Faculties will study a core unit in Indigenous culture and knowledge (with work with engineering and law in this area remaining to be finalised)
- 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
- increase the number of Indigenous students enrolled in higher education through a number of initiatives including a suite of new enabling courses
- 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. It takes its direction from the Uluru Statement from the Heart, emanating from the 2017 Aboriginal and Torres Strait Islander Convention that 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. Curtin was one of 14 leading Australian organisations to make a public response in support the Uluru Statement from the Heart.

Our latest RAP will help us to make continued progress towards reconciliation through the following four cornerstone initiatives:

- embedding the Indigenous Australian Cultural Capability Framework (ICCF) across the University and making this available to the community
- progressing the Nowanup Bush Campus in partnership with the Nowanup community
- enabling the global exchange of knowledge and experiences between Aboriginal and Torres Strait Islander peoples and First Nation peoples around the world
- leading in reconciliation and recognition of First Peoples.

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

Curtin is committed to the reliable and systematic management of its documents and records in accordance with good practice standards. As Curtin was established under an Act of the Parliament of Western Australia, it is also subject to the provisions of the State Records Act 2000 (WA) (Act). In accordance with this Act, Curtin works under an approved Recordkeeping Plan (RKP). The RKP contains timelines and responsibilities for improving recordkeeping practices at Curtin. The Curtin Information Management and Archives team develops policies, processes, training and tools to assist staff to meet the requirements of the plan.

Significant improvements and developments in 2019 included:

- a major review and redevelopment of the Curtin Information Management and Archives website that will be launched in early 2020 with a revised design and content
- significant work on identifying and processing legacy hard copy records across the Perth Campus and the WA School of Mines (WASM) at the Kalgoorlie Campus
- the review of the Records and Information Management Procedures
- the review of the Recordkeeping Plan and the completion of the review report. Initial work also commenced on developing an amended Recordkeeping Plan for submission in 2020
- the development of several strategic documents relating to Archival appraisal, collection, access and digitisation.

Ongoing Records and Information Management training included:

- more than 2,000 staff completing the online information management awareness training in 2019 - 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 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. Information sessions and educational tools were also provided on OneDrive for Business
- information and awareness raising activities in relation to Privacy and Freedom of Information responsibilities.

Feedback is sought from attendees and all training is reviewed regularly. A major review of education and training materials commenced in 2019, in conjunction with the reviews of the Curtin Information Management and Archives website and the Recordkeeping Plan.

REPORT ON OPERATIONS (CONTINUED)

RISK MANAGEMENT

Curtin's Risk and Assurance Area is responsible for:

- strategic risk
- operational risk
- business continuity
- critical incident management
- travel risk
- insurance
- audit and assurance.

Curtin's Risk Management Framework consists of the Risk Management Policy, Risk Management Procedures and Risk Reference Tables that specify the University's Risk Appetite set by Council.

The key areas of focus for risk and assurance during 2019 included:

Risk appetite

In 2019, Council agreed to enhance the risk appetite framework to develop more granular risk appetites at the strategic, operational and project levels. More granular risk appetites will provide improved guidance about where Curtin:

- considers it is unacceptable to take risks – outside of risk appetite
- takes as little risk as possible – low risk appetite
- has a higher willingness to take risk for increased benefit or to achieve University strategy – high risk appetite.

The current Risk Reference Tables, as approved by Council in 2019, have been revised to make it clear where Curtin accepts as little risk as possible and where impacts are out of appetite. Risk appetites will also be supported by key risk indicators that provide early warning that a risk may be escalating. Key risk indicators are also being embedded within Curtin's academic governance framework to support enhanced oversight of academic risks.

Risk culture

The Risk Reference Tables also support a sound risk culture by signalling which matters or impacts require immediate escalation or escalation as soon as practicable. They also underpin additional tools such as the Incident Alert Matrix. The Risk Reference Tables and the Incident Alert Matrix capture our obligation to continuously disclose risk and matters of concern. Curtin's value of integrity provides an important foundation for supporting the University's risk culture, while our signature behaviours (which state that we will engender trust through openness, honesty and consistency) capture our obligation to continuously disclose risks and matters of concern.

Curtin has developed three main pillars to describe its approach to risk culture, with associated attributes relative to each pillar:

- **Application** | Effectiveness of Curtin's risk frameworks
- **Attitude** | Curtin community attitude to risk
- **Accountability** | Management and Council oversight and accountability for risk

Integrated risk and assurance

During 2019, the Assurance Map became an embedded process and now forms part of an overall assurance cycle that includes:

- annual academic governance assurance
- annual controls assurance
- annual school review
- annual financial fraud risk assurance
- annual certification and Directors' and Officers' disclosure from around 100 senior officers
- annual entities declaration from officers appointed to external entities
- annual review of strategic risks coordinated with reviews of organisational and financial performance
- regular review of the assurance map informed by compliance, conduct, risk, academic and corporate governance information
- regular reporting on compliance, risk, technology including global operations
- Internal Audit planning and mid-year plan review linked to strategic risks, assurance map and compliance, risk and technology reports.

Strategic risk

Curtin's 2019 strategic risk profile continued to improve influenced by:

- commencement of a significant and transformational capital project - Exchange at Curtin exchange.curtin.edu.au
- improved research performance
- improved international enrolments
- increase in new industry partnerships
- strong domestic market share
- growth in online markets
- leveraging technology to improve operating efficiencies.

Challenges that remain a focus for the strategic risk profile include:

- global market risks – increasing competition
- technology and stakeholder risks – response to cyber threats
- operating model risks – operating efficiency
- people risks – future of work.

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.

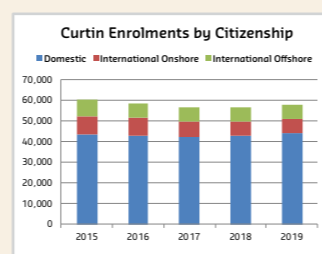
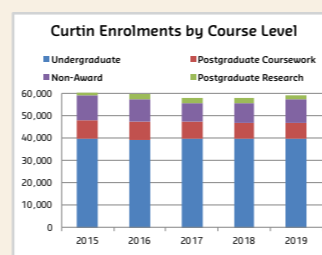
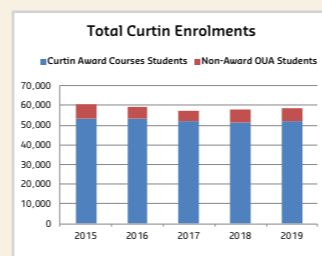
At 31 December 2019, the University had no subsidiaries.

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 2019 was due to be noted by Council at its meeting on 18 March 2020. The University complies with all 14 protocols.

CURTIN KEY STATISTICS

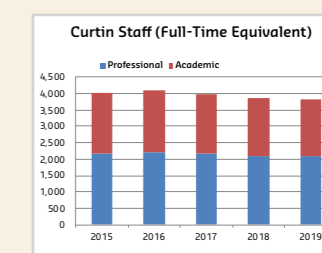
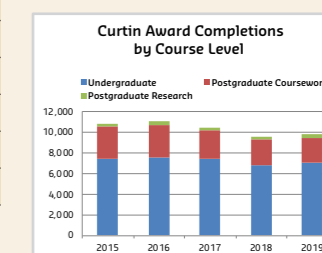
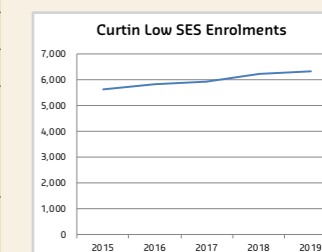
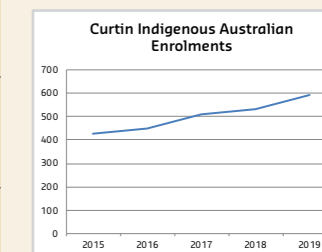
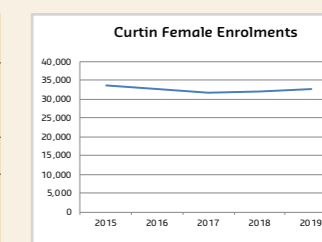
	2015	2016	2017	2018	2019
STUDENT HEADCOUNT					
Total Curtin Enrolments	59,928	58,207	56,647	56,687	57,814
CURTIN ENROLMENTS BY CATEGORY					
Course Level					
Postgraduate Research	2,459	2,409	2,352	2,226	2,060
Postgraduate Coursework	8,481	8,016	7,369	6,986	7,301
Undergraduate	39,718	39,466	39,914	39,828	39,776
Non-Award	11,006	10,082	8,634	9,050	10,263
Broad Field of Education					
Agriculture, Environmental and Related Studies	208	208	222	225	214
Architecture and Building	2,315	2,330	2,367	2,296	2,250
Creative Arts	962	929	888	896	1,146
Education	4,323	4,272	4,590	4,817	5,104
Engineering and Related Technologies	6,996	6,978	6,501	6,080	5,739
Health	9,456	9,505	9,370	9,403	9,640
Information Technology	469	409	412	414	395
Management and Commerce	14,062	13,299	12,476	12,078	12,132
Natural and Physical Sciences	4,186	4,415	4,486	4,546	4,469
Non-award course, BOTP, or OUA unit	847	803	854	741	893
Society and Culture	17,855	16,895	16,210	16,795	17,663
DEMOGRAPHY AND EQUITY					
Student Citizenship					
Domestic Students	43,439	42,791	42,431	42,953	43,938
International Students studying in Australia	8,744	8,509	7,370	6,884	6,984
from : China (%)	28%	25%	25%	25%	24%
Malaysia (%)	12%	12%	12%	12%	12%
India (%)	7%	12%	11%	10%	11%
Singapore (%)	4%	4%	5%	6%	6%
Indonesia (%)	6%	5%	5%	4%	4%
International Students studying outside Australia	7,745	6,907	6,846	6,850	6,892
from : Malaysia (%)	40%	45%	46%	43%	40%
Mauritius (%)	17%	19%	20%	20%	22%
Singapore (%)	15%	11%	10%	11%	12%
China (%)	4%	4%	4%	5%	5%
Indonesia (%)	5%	3%	3%	3%	2%



	2015	2016	2017	2018	2019
Gender					
Female Students	33,593	32,551	31,619	31,841	32,547
Female Proportion	56%	56%	56%	56%	56%
Indigenous Australian Students	429	447	509	532	594
Low Socio-Economic Status (SES) Students	5,668	5,832	5,952	6,221	6,350
AWARD COMPLETIONS					
Total Curtin Completions	10,832	11,022	10,457	9,561	9,785
Course Level					
Postgraduate Research	292	307	347	311	327
Postgraduate Coursework	3,151	3,152	2,698	2,438	2,388
Undergraduate	7,389	7,563	7,412	6,812	7,070
STAFF (FULL-TIME EQUIVALENT) #					
Total Curtin Staff	4,018	4,099	3,993	3,847	3,809
Work Function					
Academic	1,841	1,883	1,829	1,748	1,710
Teaching	700	702	663	660	661
Research	426	491	504	476	449
Teaching and Research	623	610	595	555	549
Other	91	80	68	58	51
Professional	2,178	2,216	2,163	2,099	2,099

* Students who have multiple enrolments or a change of citizenship during the year are counted multiple times therefore the sum of the categories does not necessarily equal the overall total enrolment. Includes students from all campuses. Data reported is consistent with the HEIMS data collection with the exception of non Commonwealth Supported OUA students who are not reported to government.

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 2019, while the prior year published in the 2018 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 2019, 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 2019 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and relevant 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.

Emphasis of Matter – Events occurring after reporting date

Attention is drawn to Note 29 of the financial statements that explains that any impact from the COVID-19 virus and the related extended travel ban, on overseas student income in the year ending 31 December 2020 is not yet able to be quantified. My opinion is not modified in respect of this matter.

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 relevant 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 agency'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.

A further description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of my auditor's report.

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 2019.

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 relevant Treasurer's Instructions and other relevant written law.

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.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

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 2019. 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 2019.

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 2019 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.



CAROLINE SPENCER
AUDITOR GENERAL
FOR WESTERN AUSTRALIA
Perth, Western Australia
12 March 2020

FINANCIAL REPORT 2019

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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 2019 and the financial position as at 31 December 2019.

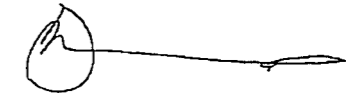
At the date of signing, we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



Dr Andrew Crane
Chancellor



Professor Deborah Terry AO
Vice-Chancellor



Mr David Menarry
Chief Finance Officer

Dated this 11th day of March 2020

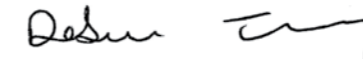
CERTIFICATION OF THE FINANCIAL STATEMENTS REQUIRED BY THE DEPARTMENT OF EDUCATION

We declare that the amount of Australian Government financial assistance expended during the financial year ended 31 December 2019 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.



Dr Andrew Crane
Chancellor



Professor Deborah Terry AO
Vice-Chancellor

Dated this 11th day of March 2020

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2019

	Note	2019 \$'000	2018 \$'000
Revenue from Continuing Operations			
Australian Government financial assistance:			
Australian Government grants	3.1 (g)	361,280	354,683
HELP – Australian Government payments	3.1 (b)	194,866	185,072
HECS-HELP – student payments		18,874	20,640
State and Local Government financial assistance	3.2	17,995	28,254
Fees and charges	3.3	207,285	208,845
Royalties	3.4	21,407	21,118
Consultancy and contract research	3.5	30,949	34,578
Other revenue	3.6	38,500	27,286
Investment revenue	4	78,788	16,511
Total Revenue from Continuing Operations		969,944	896,987
Net (loss)/gain on disposal of non-current assets		(1,015)	220
Total Income from Continuing Operations		968,929	897,207
Expenses from Continuing Operations			
Employee related expenses	5	540,836	540,344
Depreciation and amortisation	14	70,959	62,346
Repairs and maintenance	6	12,842	14,234
Borrowing costs	7	3,175	2,273
Impairment of assets		367	304
Deferred superannuation expense	5	269	326
Other expenses	8	258,427	250,963
Total Expenses from Continuing Operations		886,875	870,790
Net Operating Result for the Year		82,054	26,417
Total Comprehensive Income		82,054	26,417

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

STATEMENT OF FINANCIAL POSITION

as at 31 December 2019

	Note	2019 \$'000	2018 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents:			
Unrestricted	9(a)	62,316	60,617
Restricted	9(b)	54,338	72,789
Receivables	10	38,477	26,648
Inventories		56	56
Other financial assets:			
Unrestricted	11	450	450
Restricted	12	147,519	134,714
Other non-financial assets	13	29,760	28,632
Total Current Assets		332,916	323,906
Non-Current Assets			
Receivables	10	54,738	52,839
Other financial assets – unrestricted	11	423,185	360,800
Other non-financial assets	13	4,312	4,960
Property, plant and equipment	14	1,095,125	1,009,812
Total Non-Current Assets		1,577,360	1,428,411
Total Assets		1,910,276	1,752,317
LIABILITIES			
Current Liabilities			
Trade and other payables	15	26,105	14,680
Financial Liabilities - Service Concessions	16	119	-
Borrowings	18	5,639	2,145
Provisions	19	79,259	73,452
Other liabilities	17	223,522	159,243
Total Current Liabilities		334,644	249,520
Non-Current Liabilities			
Trade and other payables	15	8,591	-
Financial Liabilities - Service Concessions	16	38,880	-
Borrowings	18	35,695	29,591
Provisions	19	92,492	82,390
Total Non-Current Liabilities		175,658	111,981
Total Liabilities		510,302	361,501
Net Assets		1,399,974	1,390,816
EQUITY			
Reserves	20	-	89,530
Retained earnings	20	1,399,974	1,301,286
Total Equity		1,399,974	1,390,816

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 2019

	Note	Reserves \$'000	Retained Earnings \$'000	Total Equity \$'000
Balance at 1 January 2018		93,842	1,270,557	1,364,399
Net operating result for the year		-	26,417	26,417
Transfers from retained earnings	20(a)	35,012	(35,012)	-
Transfers to retained earnings	20(a)	(39,324)	39,324	-
Balance at 31 December 2018		89,530	1,301,286	1,390,816
Effect of adoption of the new Accounting Standards AASB15 and AASB1058	1(i)(iv)	-	(62,595)	(62,595)
Transfers to retained earnings	20(a)	(89,530)	89,530	-
Prior period adjustments	1(h)	-	(10,301)	(10,301)
Net operating result for the year		-	82,054	82,054
Balance at 31 December 2019		-	1,399,974	1,399,974

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 2019

	Note	2019 \$'000	2018 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Australian Government grants received	3.1(h)	576,241	546,397
State and Local Government financial assistance		12,781	28,369
HECS-HELP – student payments		18,874	20,640
Fees and charges		197,300	214,238
Royalties		21,750	16,761
Consultancy and contract research		31,980	34,124
Interest received		2,082	1,895
Distributions received		23,105	34,109
Income related to Service Concession Assets		3,993	-
Other		15,473	14,962
GST refunds received		16,508	10,471
Payments			
Payments for employee benefits		(549,256)	(535,232)
Payments to suppliers		(251,708)	(272,501)
Interest and other costs of finance paid		(3,241)	(2,509)
Short-term lease payments		(382)	-
Lease payments for low-value assets		(7,762)	-
Net cash provided by/(used in) operating activities	9(c)	107,738	111,724
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, plant and equipment		(117,560)	(82,045)
Proceeds on sale of property, plant and equipment		18,482	468
Payments for investments		(2,917)	(26,146)
Proceeds on redemption of investments		1,633	26,587
Net cash provided by/(used in) investing activities		(100,362)	(81,136)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayments of borrowings		(2,145)	(20,858)
Proceeds from borrowings		-	-
Repayment of other financial liabilities - Service Concessions and Lease Liabilities		(3,531)	-
Net cash provided by/(used in) financing activities		(5,676)	(20,858)
Net increase/(decrease) in cash and cash equivalents		1,700	9,730
Movement in money held on trust		(18,452)	70,624
Cash and cash equivalents at the beginning of the financial year		133,406	53,052
Cash and cash equivalents at the end of the financial year	9(b)	116,654	133,406

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 2019

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, 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 the 11th day of March 2020.

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 21(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;
- Discount rates used in determining the interest expense for Service Concession Financial Liabilities;
- 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 2019

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 proportions of Service Concession liabilities that are financial and non-financial;
- 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, such as meeting contractual performance obligations.

Detailed accounting policies for each revenue category are presented in Note 3.

(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 Operating 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 2019

1 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (continued)**(h) Prior period adjustments**

The total impact of prior year adjustments to retained earnings was \$10.301 million, comprising:

(i) An investment valuation adjustment in prior year

Representing an adjustment to the valuation of the University's investment in AARnet Pty Ltd that was not adjusted in 2018.

	2019 \$'000
Adjusted accounting items	
Other financial assets - unrestricted	5,924
Retained earnings	5,924

(ii) Provision for Long Service leave related to prior years

Representing a provision adjustment associated with measuring long service leave entitlements for professional staff which was identified in 2019. It is impracticable to adjust the 2018 comparative figures.

	2019 \$'000
Adjusted accounting items	
Current General provision	1,690
Long Service Leave Provision	14,536
Retained earnings	(16,226)

(i) New Accounting Standards and Interpretations**(i) Effective for the first time**

The University has adopted the following new Australian Accounting Standards in accordance with the transitional provisions applicable to each standard. The nature and effect of the changes as a result of adoption of these new accounting standards are described below.

- AASB15 - Revenue from Contracts with Customers ("AASB15"). This Standard applies to forms of income previously regarded as "non-reciprocal" such as research grants, which are now recognised on an "as earned" (rather than cash) basis in accordance with performance obligations.
- AASB1058 - Income of Not-for-Profit Entities ("AASB1058"). This Standard addresses other income of not-for-profit entities not captured by AASB15, such as capital grants. Income is recognised in line with the relevant obligation, such as the construction of the facility for which the capital grant was received.
- AASB16 - Leases ("AASB16"). This Standard removes the concept of operating and finance leases for lessees, replacing it with a single accounting model similar to the previous finance lease model, accounting for a right-of-use asset and equivalent lease liability. Leases with a term of less than 12 months or where the underlying asset is determined to be of low value continue to be treated similarly to the previous treatment for operating leases.

The following interpretations and amending standards have also been adopted when considering the requirements of new Accounting Standards. There is no material impact to the University in adopting them.

- AASB2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities.
- AASB2018-8 Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities.
- AASB2017-7 Amendments to Australian Accounting Standards – Long term Interests in Associates and Joint Ventures.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

(ii) Overview of AASB15 and AASB1058

The University has adopted AASB15 and AASB1058 using the modified retrospective method of transition, with the date of initial application of 1 January 2019. In accordance with this approach, the University recognised the cumulative effect of applying these new standards as an adjustment to opening retained earnings at the date of initial application, i.e. 1 January 2019. Consequently, the comparative information presented has not been restated and continues to be reported under the previous standards on revenue and income. In addition, the University has applied practical expedience and elected to apply these standards retrospectively to contracts and transactions that were not completed contracts at the date of initial application.

(iii) Overview of AASB16

The University has adopted AASB16 using the modified retrospective method of transition, with the date of initial application of 1 January 2019. Under this approach, the University has chosen to measure the related right-of-use asset at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position immediately before the date of initial application. Consequently, the comparative information presented has not been restated and continues to be reported under the previous standards on leases - AASB117 and AASB Interpretation 4.

A lease liability is initially measured at the present value of unpaid lease payments at the commencement date of the lease.

The University has elected not to recognise leased assets for short-term leases, i.e. leases with a lease term of 12 months or less, and leases of low-value assets, i.e. when the value of the leased asset when new is \$5,000 or less.

The University has elected to measure leased assets arising under 'concessionary leases' on initial recognition at cost. The impact is immaterial.

(iv) Impact of New Accounting Standards**Opening Balance Adjustments**

The nature and effect of the changes as a result of adoption of AASB15, AASB1058 and AASB16 are described as follows:

1 January 2019	AASB15/1058 ^a \$'000	AASB16 ^b \$'000	Total \$'000
Assets			
Current Assets	-	-	-
Non-current Assets	-	15,393	15,393
Total assets	-	15,393	15,393
Liabilities			
Current liabilities	(62,595)	(3,650)	(66,245)
Non-current liabilities	-	(11,743)	(11,743)
Total liabilities	(62,595)	(15,393)	(77,988)
Total adjustment to Retained earnings	(62,595)	-	(62,595)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

1 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (continued)

The nature of the adjustments as at 1 January 2019 and the reasons for the significant changes from the statement of financial position as at 31 December 2018 are described below:

(a) Research grants received in advance

Under the modified retrospective method of transition on AASB15 and AASB1058, the adjustment of \$62.595 million reflects the balance of revenue received in advance for contracts that were not completed at the date of initial application, based on their respective performance obligations.

(b) Leased assets

The University previously classified leases as operating leases based on its assessment of whether the lease transferred substantially all of the risks and rewards incidental to ownership of the underlying asset to the University. Under AASB16, this classification no longer exists for the University as a lessee. With the exception of short term leases and low value pool leased assets, leases are now recognised on the Statement of Financial Position as right-of-use assets with corresponding lease liabilities.

Under the modified retrospective method of transition, the adjustment of \$15.393 million reflects the balance of amounts payable for leases that were not completed at the date of initial application, based on future payments discounted at the interest rate implicit in the lease.

Impact on Financial Statements for the current year

Set out below are the amounts by which each financial statement line item is affected as at and for the year ended 31 December 2019 as a result of the adoption of AASB15, AASB16 and AASB1058. The adoption of these Accounting Standards did not have a material impact on the University's cash flows.

A. Income Statement Year ended 31 December 2019	AASB15 /1058 \$'000	Previous AASB \$'000	Movement \$'000	AASB16 \$'000	Previous AASB \$'000	Movement \$'000
Revenue and income from continuing operations						
ARC Funding ^a	23,579	19,099	4,480	-	-	-
NHMRC Funding ^a	7,998	8,105	(107)	-	-	-
Other Australian Government Financial Assistance ^a	32,425	42,788	(10,363)	-	-	-
State and local government financial assistance ^a	16,082	10,843	5,239	-	-	-
Consultancy and contracts ^b	30,949	36,478	(5,529)	-	-	-
Other revenue ^b	2,304	2,205	99	-	-	-
Total revenue and income from continuing operations	113,337	119,518	(6,181)	-	-	-
Expenses ^c						
Depreciation Expense	-	-	-	70,959	67,044	3,915
Borrowing costs	-	-	-	3,175	2,672	503
Computer peripherals and parts	-	-	-	23,988	26,675	(2,687)
Lease and rental	-	-	-	3,150	4,413	(1,263)
Travel	-	-	-	14,141	14,344	(203)
Total Expenses	-	-	-	115,413	115,148	265
Net Operating Result for the Year	113,337	119,518	(6,181)	115,413	115,148	265

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

The nature of the adjustments in the Income Statement for the year ended 31 December 2019 are described below:

(a) Research funding

Under the previous accounting policy, research grants from government were recognised as revenue when the University obtained control over the asset comprising the contributions. When the University did not have control of the contribution, did not have the right to receive the contribution or, in the case of reciprocal grants, had not fulfilled grant conditions, the grant contribution was treated as deferred income as a liability in the Statement of Financial Position.

In accordance with AASB15, revenue is recognised when the University meets the performance obligations specified in the contracts. When the University has not met the performance obligations, amounts received are treated as income in advance as a liability in the Statement of Financial Position.

The adjustments reflect the University's future obligations to deliver research outputs to the grantors/customers.

(b) Consultancy & contracts and Other Revenue

Under the previous accounting policy, reciprocal contract research income from non-government entities was recognised as revenue when the University had provided the service to the customer. Non-reciprocal research income was recognised as revenue when the University obtained control over the asset comprising the contributions. Unspent non-reciprocal research grant funds at the end of each financial year were recognised by way of a Research Grants Reserve. This reserve was released as expenditure was incurred. Consultancy fees were recognised as revenue when the University had provided the service(s) to the customer.

In accordance with AASB15, revenue is recognised when the University meets the performance obligations specified in the contracts. When the University has not met the performance obligations, amounts received are treated as income received in advance as a liability in the Statement of Financial Position.

The adjustments reflect the University's future obligations to deliver outputs/services to the customers.

(c) Expenses

The movements of the expenses reflect the effects of AASB16 implementation. Right-of-use assets are depreciated over the lease terms and a borrowing cost is recognised to reflect the implicit interest rates on the lease liabilities.

B. Statement of Financial Position As at 31 December 2019	AASB15 /1058 \$'000	Previous AASB \$'000	Movement ^a \$'000	AASB16 \$'000	Previous AASB \$'000	Movement ^b \$'000
Assets						
Property, Plant and Equipment - Right of Use Assets	-	-	-	11,478	-	11,478
Total assets	-	-	-	11,478	-	11,478
Liabilities						
Current liabilities - Income in Advance	122,802	54,026	68,776	-	-	-
Current liabilities - Lease liabilities	-	-	-	3,349	-	3,349
Non-current liabilities - Lease liabilities	-	-	-	8,394	-	8,394
Total liabilities	122,802	54,026	68,776	11,743	-	11,743
Equity						
Retained earnings	1,399,974	1,468,750	(68,776)	1,399,974	1,400,239	(265)
Total equity	1,399,974	1,468,750	(68,776)	1,399,974	1,400,239	(265)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

1 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (continued)

The nature of the differences in the Statement of Financial Position as at 31 December 2019 are described below:

(a) Income received in advance

The differences reflect the amounts received to deliver the University's future obligations for research outputs and services as at 31 December 2019.

(b) Right-of-use Assets and Lease liabilities

The differences reflect the Right-of-use assets and Lease liabilities as at 31 December 2019.

(v) Early adoption of AASB1059

Australian Accounting Standard AASB1059 addresses the accounting for service concession arrangements by a grantor that is a public sector entity. The Standard applies to annual reporting periods beginning on or after 1 January 2020. The University has elected to early adopt this standard from 1 January 2019. Refer to note 14 (c) for further details of the accounting policy related to service concession arrangements.

In 2019, Curtin entered into an arrangement with Live-in Learning Operations Pty Ltd to operate its existing student accommodation and to construct and operate new student accommodation, self-contained apartments, short stay accommodation, commercial and retail space, car parking and a hotel.

There is no impact from adopting AASB1059 to the opening balances or prior year comparative information.

2 DISAGGREGATED INFORMATION

	Revenue		Results ¹		Assets	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Geographical						
Australia	951,073	879,605	67,079	11,572	1,910,276	1,752,317
Asia	14,513	13,400	11,162	10,869	-	-
Other	4,358	3,982	3,813	3,976	-	-
Total	969,944	896,987	82,054	26,417	1,910,276	1,752,317

¹ 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 2019

3.1 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 provides the service(s) to the student.

Research income

Research grants are recognised as revenue as the University satisfies the performance obligations specified in the research contracts. In general this means that research grant income is recognised over the period of the relevant grant. When the University has not yet met the performance obligations, amounts received are treated as income received in advance as a liability in the Statement of Financial Position.

Other government grants

Other grants from government are recognised as revenues as the University satisfies the performance obligations specified in the contracts. When the University has not yet met the performance obligations, amounts received are treated as income received in advance as a liability in the Statement of Financial Position.

Research Training Program and Research Support Program

Revenue is recognised when the University receives payment and obtains control over the assets.

	Note	2019 \$'000	2018 \$'000
(a) Commonwealth Grants Scheme and Other Grants			
Commonwealth Grants Scheme		251,308	249,323
Indigenous Support Program		1,039	1,187
Disability Support Program		198	171
Partnership and Participation Program		4,791	4,231
Total Commonwealth Grants Scheme and Other Grants	31(a)	257,336	254,912
(b) Higher Education Loan Programs (excl OS-HELP)			
HECS-HELP		168,206	159,941
FEE-HELP		23,764	22,457
SA-HELP		2,896	2,674
Total Higher Education Loan Programs	31(b)	194,866	185,072
(c) Research Training Program			
Research Training Program		26,301	25,872
Commonwealth Education Costs Scholarships		239	242
Commonwealth Accommodation Scholarships		-	41
Total Research Training Program	31(c)	26,540	26,155
(d) Research Support Program			
Research Support Program		20,355	19,795
Total Research Support Program	31(d)	20,355	19,795

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

	Note	2019 \$'000	2018 \$'000
3.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)			
(e) Australian Research Council (ARC)			
(i) Discovery			
Project		14,798	8,933
Fellowships		3,964	3,879
Total Discovery	31(e)	18,762	12,812
(ii) Linkages			
Infrastructure Projects		55	428
		3,412	3,853
Total Linkages	31(e)	3,467	4,281
(iii) Centres			
Centres		1,277	934
Others		73	42
Total Centres	31(e)	1,350	976
Total ARC		23,579	18,069
(f) Other Australian Government Financial Assistance			
Non-capital			
CRC Cooperative Research Centres Funding		2,305	3,854
CSIRO Flagship Collaborative Research Program		34	-
NHMRC Grants		7,998	7,872
Other Commonwealth Research Income		12,028	12,412
Other Teaching Grants		852	801
Other Commonwealth Grants		8,124	10,346
Research Funds from Other organisations		1,084	110
		32,425	35,395
Capital			
CRC Cooperative Research Centres Funding		40	42
Other Commonwealth Research Income		275	244
Other Commonwealth Grants		-	71
Research Funds from Other organisations		730	-
		1,045	357
Total Other Australian Government Financial Assistance		33,470	35,752
Total Australian Government Financial Assistance		556,146	539,755

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

	Note	2019 \$'000	2018 \$'000
3.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)			
(g) Reconciliation			
Australian Government grants [a+c+d+e+f]		361,280	354,683
HECS-HELP payments		168,206	159,941
FEE-HELP payments		23,764	22,457
SA-HELP payments		2,896	2,674
		194,866	185,072
Total Australian Government Financial Assistance		556,146	539,755
(h) Australian Government Grants received - Cash Basis			
CGS and Other EDUCATION Grants	31(a)	257,603	254,722
Higher Education Loan Programs	31(b)	194,763	186,117
Research Training Program	31(c)	26,540	26,155
Research Support Program	31(d)	20,355	19,795
ARC grants - Discovery	31(e)	11,517	12,411
ARC grants - Linkages	31(e)	5,815	4,286
ARC grants - Centres	31(e)	1,350	976
Other Australian Government Grants		49,943	35,631
Total Australian Government Grants Received - Cash Basis		567,886	540,093
OS-HELP (Net)	31(f)	2,993	1,409
Superannuation Supplementation	31(g)	5,362	4,895
Total Australian Government Funding Received - Cash Basis		576,241	546,397
3.2 STATE AND LOCAL GOVERNMENT FINANCIAL ASSISTANCE			
ACCOUNTING POLICY			
Revenue is recognised as the University fulfils grant conditions or has provided the service. When the University has not yet fulfilled its performance obligations, amounts received are treated as income in advance as a liability in the Statement of Financial Position.			
Non-capital			
State Government		16,082	14,426
Capital			
State Government		1,913	13,828
Total State and Local Government Financial Assistance		17,995	28,254

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

3.3 FEES AND CHARGES**ACCOUNTING POLICY**

Course fees and charges revenue relates to undergraduate and postgraduate degree programs as well as other non-award programs such as continuing education. Revenue is recognised over time as and when the course is delivered to students.

Amounts paid in advance by students, e.g. before starting the academic period are recognised as income received in advance as a liability until the services are delivered.

Non-course fees and charges revenue is recognised over time as and when the service is provided.

	Note	2019 \$'000	2018 \$'000
Course Fees and Charges			
Fee-paying onshore overseas students		159,360	158,555
Fee-paying offshore overseas students		6,686	6,139
Continuing education		746	671
Fee-paying domestic postgraduate students		7,571	8,727
Fee-paying domestic non-award students		13,090	12,389
Total Course Fees and Charges		187,453	186,481
Other Non-Course Fees and Charges			
Late fees		205	228
Library fines		44	57
Parking fees		7,179	6,323
Registration fees		111	180
Ancillary fees		16	23
Student accommodation		5,740	10,034
Student Services and Amenities Fees		3,423	3,150
Other fees and charges		3,114	2,369
Total Other Non-Course Fees and Charges		19,832	22,364
Total Fees and Charges		207,285	208,845

3.4 ROYALTIES**ACCOUNTING POLICY**

Revenue is recognised as the University provides the service(s) to the customer through their use of the University's intellectual property.

Royalties - Education Services	21,407	21,118
Total Royalties	21,407	21,118

3.5 CONSULTANCY AND CONTRACT RESEARCH**ACCOUNTING POLICY**

Revenue is recognised as the University provides the service(s) to the customer.

Consultancy	6,942	7,854
Contract research	24,007	26,724
Total Consultancy and Contract Research	30,949	34,578

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

3.6 OTHER REVENUE**ACCOUNTING POLICY**

Donations and gifts are recognised as revenue when the University has the contractual right to receive the assets.

Other revenue is recognised when the University provides the service(s)/delivers the goods to the customer.

	Note	2019 \$'000	2018 \$'000
Trading income		6,692	7,685
Rental income		7,218	6,896
Donations		3,255	1,613
Scholarships and prizes		2,100	1,715
Non-government grants		10,042	4,957
Insurance claims		587	635
Staff salary cost recoveries		1,250	1,367
Proceeds from sale of minor equipment		18	15
Conference income		1,041	1,000
Income related to Service Concession Assets		3,993	-
Other		2,304	1,403
Total Other Revenue		38,500	27,286

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

Investment income is recognised as it is earned, i.e. when the University has the right to receive dividends, distributions and interest. Fair value movements are recognised consistent with the measurement of "Fair Value through Profit and Loss" investments (refer also Notes 11 and 12).

Distributions and dividends - funds under management	23,138	25,410
Dividends - other investments	1,900	10,388
Interest - cash and term deposits	2,083	1,895
Fair value through profit and loss - funds under management	35,997	(27,704)
Fair value through profit and loss - other investments	15,670	6,522
Total Investment Revenue	78,788	16,511

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

5 EMPLOYEE RELATED EXPENSES**ACCOUNTING POLICY**

Employee related expenses are recognised as an expense as they become payable. Past service costs are recognised in profit or loss immediately (refer also Note 19 for leave and superannuation benefits).

	Note	2019 \$'000	2018 \$'000
Academic			
Salaries		215,759	221,301
Contribution to superannuation and pension schemes			
Contributions to unfunded schemes		298	217
Contributions to funded schemes		33,442	35,727
Long service leave		6,434	4,757
Annual leave		14,810	14,096
Payroll tax		15,825	15,367
Workers' compensation		667	651
Total Academic		287,235	292,116
Non-Academic			
Salaries		189,149	187,582
Contribution to superannuation and pension schemes			
Contributions to unfunded schemes		131	(617)
Contributions to funded schemes		29,122	30,726
Long service leave		6,234	4,342
Annual leave		14,196	12,390
Payroll tax		14,193	13,409
Workers' compensation		576	396
Total Non-Academic		253,601	248,228
Total Employee Related Expenses		540,836	540,344
Deferred superannuation expense	30(b)	269	326
Total Employee Related Expenses including Deferred Government Employee Benefits for Superannuation		541,105	540,670

6 REPAIRS AND MAINTENANCE**ACCOUNTING POLICY**

Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the carrying amount of those parts that are replaced is derecognised and the cost of the replacing part is capitalised if asset recognition criteria are met. Other routine operating maintenance, repair and minor renewal costs are also recognised as expense as incurred.

		2019 \$'000	2018 \$'000
Building repairs		5,625	6,504
General infrastructure maintenance		5,861	6,132
Parks and gardens		1,356	1,598
Total Repairs and Maintenance		12,842	14,234

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

7 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.

Interest expense on lease liabilities is recognised using the effective interest rate inherent to the lease.

	Note	2019 \$'000	2018 \$'000
Interest on borrowings		2,020	2,273
Interest on lease liabilities		503	-
Service Concession expense - interest on financial liabilities		652	-
Total Borrowing Costs		3,175	2,273

8 OTHER EXPENSES**ACCOUNTING POLICY**

Other expenses are recognised as an expense in the Statement of Comprehensive Income as incurred.

		2019 \$'000	2018 \$'000
Advertising, marketing and promotional expenses		5,986	6,297
Agency staff costs		4,601	4,339
Books		5,441	5,148
Computer peripherals and parts		23,988	24,047
Consumables		11,984	11,906
Consultancy fees and expenses		12,373	18,942
Outsourced work		30,845	26,080
Exchange rate (gains)/losses		644	758
Fees and commissions		30,734	28,799
Financial assistance provided/research support		5,546	5,925
Graduations		853	1,175
Hospitality		2,981	2,614
Insurance		4,120	3,547
Inventory used and sold		50	309
Lease and rental		3,150	4,327
Non-capitalised equipment		4,739	5,235
Occupational health, safety and welfare		481	441
Postage and courier		1,002	772
Publications		447	446
Scholarships, grants and prizes		57,060	54,311
Security		879	672
Service Concession expense - operations payments		3,309	-
Staff development and training		4,407	4,092
Staff recruitment		1,633	1,525
Subscriptions		7,678	6,096
Telecommunications		1,394	1,521
Travel		14,141	13,254
Utilities and cleaning		15,081	15,633
Other		2,880	2,752
Total Other Expenses		258,427	250,963

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

	Note	2019 \$'000	2018 \$'000
9 CASH AND CASH EQUIVALENTS			
(a) Unrestricted			
Cash at bank and on hand ¹		37,316	36,617
Fixed Term Deposits ²		25,000	24,000
Total Cash and Cash Equivalents – Unrestricted		62,316	60,617
(b) Restricted			
Trust cash at bank ¹		4,330	70,750
Trust Fixed Term Deposit ²		50,008	2,039
Total Cash and Cash Equivalents – Restricted		54,338	72,789
Total Cash and Cash Equivalents		116,654	133,406
¹ Cash on hand is non-interest bearing. Cash at bank is subject to variable interest rates (refer Note 21).			
² Deposits are interest bearing at variable interest rates (refer Note 21). These deposits have an average maturity of 115 days (2018: 104 days).			
(c) Reconciliation of net result to net cash provided by operating activities			
Net result for the year		82,054	26,417
Depreciation expense		70,959	62,346
Net loss/(gain) on disposal of non-current assets		1,015	(220)
Impairment of assets		367	304
Fair value loss/(gain) through profit and loss		(51,668)	21,182
In-kind distributions		(315)	(3,487)
Changes in assets and liabilities:			
(Increase)/decrease in receivables		(14,698)	8,452
(Increase)/decrease in other non-financial assets		1,962	(5,797)
Increase/(decrease) in trade and other payables		11,425	(2,695)
Increase/(decrease) in provisions		(318)	(3,030)
Increase/(decrease) in other current liabilities		6,955	8,252
Net cash provided by / (used in) operating activities		107,738	111,724
(d) Non-cash investing and financing activities			
Acquisition of right-of-use assets by lease		-	-
Recognition of Service Concession Assets by way of offsetting Service Concession liabilities		39,031	-
Total Non-cash investing and financing activities		39,031	-

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

10 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.

	Note	2019 \$'000	2018 \$'000
Current			
Student receivables		5,670	2,379
Less: Provision for impaired receivables		(591)	(322)
		5,079	2,057
Non-Current			
General receivables		29,080	20,901
Less: Provision for impaired receivables		(230)	(119)
		28,850	20,782
Deferred government contribution for superannuation	30(b)	4,548	3,809
Total Current		38,477	26,648
Non-Current			
Deferred government contribution for superannuation	30(b)	54,738	52,839
Total Receivables		93,215	79,487
Impaired receivables			
As at 31 December 2019, current receivables for student fees with a nominal value of \$0.591 million (2018: \$0.322 million) were expected to be impaired. The amount of the provision was \$0.591 million (2018: \$0.322 million).			
The ageing of these receivables is as follows:			
Less than 12 months		156	37
Greater than 12 months		435	285
		591	322
As at 31 December 2019, current receivables for student fees of \$4.475 million (2018: \$0.776 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		4,475	776
Greater than 12 months		-	-
		4,475	776

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

	Note	2019 \$'000	2018 \$'000
10 RECEIVABLES (continued)			
Movements in the provision for impaired student fees receivables are as follows:			
Balance at start of year		322	2,063
Provision for impairment recognised during the year		269	245
Receivables written-off during the year as uncollectible		-	(1,986)
Unused amount reversed		-	-
Balance at end of year		591	322
As at 31 December 2019, current general receivables with a nominal value of \$0.230 million (2018: \$0.119 million) were impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		68	68
Greater than 12 months		162	51
		230	119
As at 31 December 2019, current general receivables of \$15.363 million (2018: \$9.103 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		15,356	9,099
Greater than 12 months		7	4
		15,363	9,103
Movements in the provision for impaired general receivables are as follows:			
Balance at start of year		119	686
Receivables written-off during the year as uncollectible		(15)	(350)
Provision for impairment recognised during the year		128	119
Unused amount reversed		(2)	(336)
Balance at end of year		230	119

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

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.

In accordance with AASB9 "Financial Instruments," the University classifies 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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

11 OTHER FINANCIAL ASSETS – UNRESTRICTED (continued)

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	2019 \$'000	2018 \$'000
Current			
Loans receivable - at amortised cost			
Other loans	25	450	450
Total Current Other Financial Assets		450	450
Non-Current			
Fair Value through Profit and Loss			
Funds under management		373,573	332,780
Other investments - Unlisted/listed shares		49,612	28,020
Total Non-Current Other Financial Assets		423,185	360,800
Total Other Financial Assets – Unrestricted		423,635	361,250

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

Research activities		80,680	89,530
Donations and prizes		41,328	36,711
Trusts		9,511	8,473
		131,519	134,714

Fixed Term Deposits

Trusts		16,000	-
		16,000	-
Total Other Financial Assets - Restricted		147,519	134,714

Restricted funds are either invested as managed funds, term deposits (non-cash) or held as cash (refer note 9(b)).

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 21.

13 OTHER NON-FINANCIAL ASSETS**ACCOUNTING POLICY**

Prepayments are recognised when amounts have been paid in advance and do not yet meet expense recognition requirements.

Accrued income is recognised when the University has yet to receive payment for goods or services provided.

	2019 \$'000	2018 \$'000
Current		
Prepayments	23,209	24,072
Accrued income	6,551	4,560
Total Current Other Non-Financial Assets	29,760	28,632
Non-Current		
Prepayments	4,312	4,960
Total Non-Current Other Non-Financial Assets	4,312	4,960
Total Other Non-Financial Assets	34,072	33,592

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2019

14 PROPERTY, PLANT AND EQUIPMENT

Summary of the University's fixed assets at the end of the current financial year are set out below.

	Owned assets		Right-of-use Assets		Service Concession Assets		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
At 31 December								
- Cost	1,580,388	1,494,710	15,393	-	39,031	-	1,634,812	1,494,710
- Accumulated depreciation	(535,512)	(484,898)	(3,915)	-	(260)	-	(539,687)	(484,898)
Carrying amount at end of year	1,044,876	1,009,812	11,478	-	38,771	-	1,095,125	1,009,812
Depreciation expense	66,784	62,346	3,915	-	260	-	70,959	62,346

(a) Owned Assets

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.

14 (a) 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
At 1 January 2019											
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)
Carrying amount at start of year	78,906	644,948	112,084	2,645	65,088	12,280	53,601	443	26,520	13,297	1,009,812
Year ended 31 December 2019											
Additions	(44)	364	-	-	106,936	1,804	6,329	69	5,392	493	121,343
Cost of disposals	-	(26,955)	(927)	(4,654)	-	(418)	(2,628)	-	(80)	(3)	(35,665)
Accumulated depreciation on disposals	-	11,151	324	2,074	-	368	2,199	-	54	-	16,170
Transfers in/(out)	-	79,638	10,183	-	(93,699)	116	3,762	-	-	-	-
Depreciation and amortisation expense	-	(36,077)	(6,376)	(65)	-	(4,525)	(15,296)	(167)	(4,278)	-	(66,784)
Carrying amount at end of year	78,862	673,069	115,288	-	78,325	9,625	47,967	345	27,608	13,787	1,044,876
At 31 December 2019											
Cost	78,862	1,001,004	163,347	-	78,325	34,397	162,844	1,826	45,996	13,787	1,580,388
Accumulated depreciation	-	(327,935)	(48,059)	-	-	(24,772)	(114,877)	(1,481)	(18,388)	-	(535,512)
Carrying amount at end of year	78,862	673,069	115,288	-	78,325	9,625	47,967	345	27,608	13,787	1,044,876
At 1 January 2018											
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)
Carrying amount at start of year	78,998	647,319	111,682	2,777	47,729	9,235	54,947	646	24,965	13,062	991,360
Year ended 31 December 2018											
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)
Carrying amount at end of year	78,906	644,948	112,084	2,645	65,088	12,280	53,601	443	26,520	13,297	1,009,812
At 31 December 2018											
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)
Carrying amount at end of year	78,906	644,948	112,084	2,645	65,088	12,280	53,601	443	26,520	13,297	1,009,812

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

14 PROPERTY, PLANT AND EQUIPMENT (continued)**(b) Right-of-use Assets**

In contracts where the University is a lessee, the University recognises a Right-of-use asset and a lease liability at the commencement date of the lease, unless the short-term or low-value exemption is applied.

A Right-of-use Asset is initially measured at cost comprising the initial measurement of the lease liability adjusted for any lease payments made before the commencement date (reduced by lease incentives received), plus initial direct costs incurred in obtaining the lease and an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Depreciation on Leased Assets is calculated on a straight-line basis from the lease terms. Lease terms are as follows:

- Buildings 3 to 20 years
- Computing equipment 3 to 5 years
- Motor vehicles 3 years

The University has elected to measure the leased assets arising under 'concessionary leases' at cost, in accordance with AASB16 paragraphs 23-25, which incorporates the amount of the initial measurement of the lease liability. The impact is immaterial.

Carrying amounts of leased assets at the beginning and end of the current financial year are set out below.

Under the modified retrospective method of transition, Right-of-use assets of \$15.393 million were recognised at the date of initial application of Accounting Standard AASB16, i.e. 1 January 2019 (refer Note 1(i)).

	Buildings		Network equipment		Motor vehicles		Total Right-of-use Assets	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
At 1 January								
Cost	6,138	-	8,631	-	624	-	15,393	-
Accumulated depreciation	-	-	-	-	-	-	-	-
Carrying amount at start of year	6,138	-	8,631	-	624	-	15,393	-
Year ended 31 December 2019								
Additions	-	-	-	-	-	-	-	-
Cost of disposals	-	-	-	-	-	-	-	-
Accumulated depreciation on disposals	-	-	-	-	-	-	-	-
Transfers in/(out)	-	-	-	-	-	-	-	-
Depreciation and amortisation expense	(1,119)	-	(2,671)	-	(125)	-	(3,915)	-
Carrying amount at end of year	5,019	-	5,960	-	499	-	11,478	-
At 31 December								
- Cost	6,138	-	8,631	-	624	-	15,393	-
- Accumulated depreciation	(1,119)	-	(2,671)	-	(125)	-	(3,915)	-
Carrying amount at end of year	5,019	-	5,960	-	499	-	11,478	-

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

14 PROPERTY, PLANT AND EQUIPMENT (continued)**(c) Service Concession Assets****ACCOUNTING POLICY**

In 2019, Curtin entered into an arrangement with Live-in Learning Operations Pty Ltd to operate its existing student accommodation and to construct and operate new student accommodation, self-contained apartments, short stay accommodation and commercial and retail space.

Buildings for the existing student accommodation were disposed from Property, Plant and Equipment and a "Service Concession Asset" was recognised under AASB1059 measured at fair value based on the proceeds received for disposal of the Property, Plant and Equipment, in accordance with AASB13 Fair Value Measurement. Subsequently, Service Concession Assets are depreciated over the useful life of the component assets less any impairment.

The new student accommodation, self-contained apartments, short stay accommodation and commercial and retail space are recognised as "Service Concession Assets" (Work in Progress) during the period of construction.

Depreciation on Service Concession Assets is calculated on a straight line basis, based on the estimated remaining useful lives of the underlying assets:

- Existing student accommodation 35 years
- New student accommodation 50 years

Carrying amounts of Service Concession Assets at the end of the current financial year are set out below.

	Buildings		Work in progress		Total Service Concession Assets	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
At 1 January						
Cost	-	-	-	-	-	-
Accumulated depreciation	-	-	-	-	-	-
Carrying amount at start of year	-	-	-	-	-	-
Year ended 31 December 2019						
Additions	18,468	-	20,563	-	39,031	-
Cost of disposals	-	-	-	-	-	-
Accumulated depreciation on disposals	-	-	-	-	-	-
Transfers in/(out)	-	-	-	-	-	-
Depreciation and amortisation expense	(260)	-	-	-	(260)	-
Carrying amount at end of year	18,208	-	20,563	-	38,771	-
At 31 December						
- Cost	18,468	-	20,563	-	39,031	-
- Accumulated depreciation	(260)	-	-	-	(260)	-
Carrying amount at end of year	18,208	-	20,563	-	38,771	-

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

15 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 days term.

	Note	2019 \$'000	2018 \$'000
Current			
Trade and Other Payables		26,105	14,680
		26,105	14,680
Non-Current			
Trade and Other Payables		8,591	-
		8,591	-
Total Trade and Other Payables		34,696	14,680

16 FINANCIAL LIABILITIES - SERVICE CONCESSIONS**ACCOUNTING POLICY**

The value of Service Concession financial liabilities is calculated based on the net present value of the guaranteed revenue net of operating costs, using the project discount rate. Where the fair value of the asset is greater than the calculated financial liability, the balance is recognised as a non-financial liability within Trade and Other Payables (refer Note 15). Where the fair value of the asset is lower than the calculated financial liability, the financial liability is capped at the fair value of the asset.

Current			
Financial Liabilities - Service Concessions		119	-
		119	-
Non-Current			
Financial Liabilities - Service Concessions		38,880	-
		38,880	-
Total Financial Liabilities		38,999	-

17 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.

Income received in advance is recognised when the University has received amounts that do not yet meet revenue recognition requirements.

Current			
Income received in advance ¹		122,802	43,765
Accrued expenses		20,871	34,216
Monies held on trust		79,849	81,262
Total Current Other Liabilities		223,522	159,243

¹ The increase in income in advance reflects the recognition of amounts received to deliver the University's future obligations for research outputs and services (refer Note 1(i)(ii)B).

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

18 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.

A lease liability is initially measured at the present value of unpaid lease payments at the commencement date of the lease. To calculate the present value, the unpaid lease payments are discounted using the interest rate implicit in the lease if the rate is readily determinable. If the interest rate implicit in the lease cannot be readily determined, the incremental borrowing rate at the commencement date of the lease is used.

	Note	2019 \$'000	2018 \$'000
Current			
Interest bearing Treasury loans		2,290	2,145
Lease liabilities		3,349	-
		5,639	2,145
Non-Current			
Interest bearing Treasury loans		27,301	29,591
Lease liabilities		8,394	-
		35,695	29,591
Total Treasury Loans		29,591	31,736
Total Lease Liabilities		11,743	-
Total Borrowings		41,334	31,736

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

18 BORROWINGS (continued)**(a) Treasury Loans**

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

	Average Interest rate	Maturity date	Principal outstanding	
			2019 \$'000	2018 \$'000
Chemistry Centre of WA building				
- monthly principal and fixed rate interest repayments	6.77%	01.07.2029	26,618	28,528
- monthly principal and fixed rate interest repayments	5.11%	01.07.2029	2,973	3,208
Total Treasury Loans			29,591	31,736
Financing facilities available				
At reporting date, the following financing facilities had been negotiated and were available:				
Total facilities:				
- Treasury Loans			29,591	31,736
Facilities used at reporting date:				
- Treasury Loans			29,591	31,736
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.

Fair value

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

	2019		2018	
	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000
Chemistry Centre of WA building				
- monthly principal and fixed rate interest repayments	26,618	33,424	28,528	34,675
- monthly principal and fixed rate interest repayments	2,973	3,481	3,208	3,612
Total Treasury Loans	29,591	36,905	31,736	38,287

The fair value of the loans have been prepared assuming hypothetical settlement dates of 31 December 2019 and 31 December 2018.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

18 BORROWINGS (continued)**(b) Lease Liabilities**

Set out below are the lease liabilities recognised in the Statement of Financial Position at the date of initial application (i.e. 1 January 2019); and an explanation of the difference between the operating lease commitments disclosed at the end of 2018 and the value of the lease liabilities recognised at the beginning of 2019.

	\$'000
Operating lease commitments disclosed as at 31 December 2018	70,138
Discounted using the University's weighted average incremental borrowing rate 3.5%	(10,217)
(Less): Short-term leases recognised on a straight-line basis as an expense	(382)
(Less): Low-value leases recognised on a straight-line basis as an expense	(7,762)
Add/(less): Adjustments as a result of a different treatment of extension and termination options	1,451
Add/(less): Adjustments relating to reclassification to other expense commitments	(37,835)
Lease liability recognised as at 1 January 2019	15,393

Maturity analysis on lease liabilities is disclosed as follows:

	2019 \$'000
Maturity analysis - undiscounted contractual cash flows	
Less than one year	3,914
One to five years	8,071
More than 5 years	1,697
Total undiscounted contractual cash flows	13,682

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

19 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 AASB119 "Employee Benefits". This is currently relevant to the Unisuper Defined Benefit scheme.

Unfunded superannuation

An arrangement exists between the Commonwealth Government and the University 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 2019

Note	2019 \$'000	2018 \$'000
19 PROVISIONS (continued)		
Employee benefits provisions		
Current provisions expected to be settled within 12 months		
Annual leave	24,379	24,024
Long service leave	19,288	16,147
Employment on-costs	3,057	2,812
Other General Provision ¹	1,690	-
Redundancy costs	4,875	8,087
Defined benefit obligation		
Deferred employee benefits for unfunded superannuation	4,548	3,809
Other University pension liabilities	88	93
	57,925	54,972
Current provisions expected to be settled after more than 12 months		
Annual leave	340	2,083
Long service leave	19,207	14,418
Employment on-costs	1,368	1,155
Redundancy costs	419	824
	21,334	18,480
Total Current Provisions	79,259	73,452
Non-Current		
Employee benefits provisions		
Long service leave	34,857	27,226
Employment on-costs	2,440	1,906
Defined benefit obligation		
Deferred employee benefits for unfunded superannuation	54,738	52,839
Other University pension liabilities	457	419
Total Non-Current Provisions	92,492	82,390
Total Provisions	171,751	155,842
¹ Represents long service leave payable to former employees		
Movements in Other Provisions		
Movements in each class of provision during the financial year, other than employee benefits, are set out below:		
<i>Employment on-costs provision</i>		
Balance at beginning of year	5,873	5,662
Addition/(reduction) in provisions recognised	3,811	2,671
Reduction arising from payments	(2,819)	(2,460)
Balance at end of year	6,865	5,873

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

	Note	2019 \$'000	2018 \$'000
19 PROVISIONS (continued)			
<i>Redundancy costs provision</i>			
Balance at beginning of year		8,911	3,457
Addition/(reduction) in provisions recognised		5,686	8,808
Reduction arising from payments		(9,303)	(3,354)
Balance at end of year		5,294	8,911
20 EQUITY			
The University has adopted Accounting Standards AASB15 and AASB1058 using the modified retrospective method of transition, with a date of initial application of 1 January 2019. In accordance with this approach, the University has recognised the cumulative effect of applying these new standards as an adjustment to opening retained earnings at the date of initial application. Associated with adoption of these Accounting Standards, the Research grants reserve has been transferred to retained earnings effective from 1 January 2019.			
(a) Research grants reserve			
Balance at beginning of year		89,530	93,842
Transfer from retained earnings		-	35,012
Transfer to retained earnings		(89,530)	(39,324)
Balance at end of year		-	89,530
(b) Retained earnings			
Balance at beginning of year		1,301,286	1,270,557
Transfer to reserves		-	(35,012)
Transfer from reserves		89,530	39,324
Opening adjustment for prior year errors	1 (h)	(10,301)	-
Initial effect of adoption of Accounting Standards AASB15 and AASB1058	1(i)(iv)	(62,595)	-
Current year result		82,054	26,417
Balance at end of year		1,399,974	1,301,286

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

21 FINANCIAL INSTRUMENTS**(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. Note 18 provides further detail.

This note 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 2019, the University held no foreign currency forward exchange contracts (2018: 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 21 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 \$83.205 million (2018: \$74.327 million) higher or lower.

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.

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.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

21 FINANCIAL INSTRUMENTS (continued)

	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 ²		Interest Rate Risk Sensitivity				Price Risk Sensitivity ³				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
2019																					
Financial Assets																					
Cash and cash equivalents	1.60%	1	116,653	-	116,654	116,654	-	-	-	-	(3,465)	-	3,465	-	-	-	-	-			
Receivables ⁴	-	33,929	-	-	33,929	33,929	-	-	-	-	-	-	-	-	-	-	-	33,929			
Loans receivable	-	450	-	-	450	450	-	-	-	-	-	-	-	-	-	-	-	450			
Term Deposits (non-cash)	1.51%	-	-	16,000	16,000	16,000	-	-	-	-	(320)	-	320	-	-	-	-	-			
Unlisted securities (unrestricted)	-	48,169	-	-	48,169	-	48,169	-	-	-	-	-	-	-	(7,225)	-	7,225	-			
Listed securities (unrestricted)	-	1,443	-	-	1,443	-	1,443	-	-	-	-	-	-	-	(216)	-	216	-			
Funds under management (unrestricted) ^{1,5}	-	373,573	-	-	373,573	-	-	373,573	7,564	-	(7,564)	-	-	-	(58,293)	-	58,293	-			
Funds under management (restricted) ⁵	-	131,519	-	-	131,519	-	-	131,519	-	-	-	-	-	-	(17,471)	-	17,471	-			
Total Financial Assets		589,084	116,653	16,000	721,737	167,033	49,612	505,092	7,564	-	(7,564)	-	(3,785)	-	3,785	-	(83,205)	-	83,205	-	34,379
Financial Liabilities																					
Payables	-	34,696	-	-	34,696	26,105	8,591	-	-	-	-	-	-	-	-	-	-	-	-		
Treasury Loans	6.60%	-	-	29,591	29,591	2,290	14,010	13,291	-	-	-	-	-	-	-	-	-	-	-		
Lease liabilities	3.50%	-	-	11,743	11,743	3,914	8,071	1,698	-	-	-	-	-	-	-	-	-	-	-		
Financial Liabilities - Service Concessions	7.52%	-	-	38,999	38,999	119	21,135	17,745	-	-	-	-	-	-	-	-	-	-	-		
Total Financial Liabilities		34,696	-	80,333	115,029	32,428	51,807	32,734	-	-	-	-	-	-	-	-	-	-	-	-	-
2018																					
Financial Assets																					
Cash and cash equivalents	1.72%	2	133,404	-	133,406	133,406	-	-	-	-	(2,484)	-	2,484	-	-	-	-	-	-		
Receivables ⁴	-	22,839	-	-	22,839	22,839	-	-	-	-	-	-	-	-	-	-	-	-	22,839		
Loans receivable	-	450	-	-	450	450	-	-	-	-	-	-	-	-	-	-	-	-	450		
Term Deposits (non-cash)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Unlisted securities (unrestricted)	-	28,020	-	-	28,020	-	28,020	-	-	-	-	-	-	-	(4,203)	-	4,203	-	-		
Listed securities (unrestricted)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Funds under management (unrestricted) ^{1,5}	-	332,780	-	-	332,780	-	1,613	331,167	7,266	-	(7,266)	-	-	-	(49,917)	-	49,917	-	-		
Funds under management (restricted) ⁵	-	134,714	-	-	134,714	-	-	134,714	-	-	-	-	-	-	(20,207)	-	20,207	-	-		
Total Financial Assets		518,805	133,404	-	652,209	156,695	29,633	465,881	7,266	-	(7,266)	-	(2,484)	-	2,484	-	(74,327)	-	74,327	-	23,289
Financial Liabilities																					
Payables	-	14,680	-	-	14,680	14,680	-	-	-	-	-	-	-	-	-	-	-	-	-		
Treasury Loans	6.60%	-	-	31,736	31,736	2,145	10,138	19,453	-	-	-	-	-	-	-	-	-	-	-		
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Financial Liabilities - Service Concessions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Financial Liabilities		14,680	-	31,736	46,416	16,825	10,138	19,453	-	-	-	-	-	-	-	-	-	-	-	-	-

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

² A positive number indicates an increase in net operating result where the Australian dollar weakens against the foreign currency.

³ 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.

⁴ This includes GST Receivable of \$3.437 million (2018: \$3.721 million).

⁵ 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 2019

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

21 FINANCIAL INSTRUMENTS (continued)**(b) FAIR VALUE****Fair Value Measurements**

The fair values of financial assets and financial liabilities shown in Note 21 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 and fair value of listed shares 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 (2018: 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.

The fair value of lease liabilities is based on the present value of unpaid lease payments at the commencement date of the lease, using the weighted average incremental borrowing rate.

The fair value of Financial Liabilities - Service Concessions is based on the net present value of the guaranteed revenue net of operating costs, using the project discount rate.

Fair Value Hierarchy

	2019	2018	2019	2018	2019 Fair Value Hierarchy			2018 Fair Value Hierarchy		
	Carrying amount \$'000	Carrying amount \$'000	Fair value \$'000	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Financial Assets										
Cash and cash equivalents	116,654	133,406	116,654	133,406	-	-	-	-	-	-
Receivables	33,929	22,839	33,929	22,839	-	-	-	-	-	-
Loans advanced	450	450	442	442	-	-	-	-	-	-
Short Term Investments (restricted)	16,000	-	16,000	-	-	-	-	-	-	-
Unlisted securities (unrestricted)	48,169	28,020	48,169	28,020	-	29,246	18,923	-	24,833	3,187
Listed securities (unrestricted)	1,443	-	1,443	-	1,443	-	-	-	-	-
Funds under management (unrestricted)	373,573	332,780	373,573	332,780	373,573	-	-	332,780	-	-
Funds under management (restricted)	131,519	134,714	131,519	134,714	131,519	-	-	134,714	-	-
Total Financial Assets	721,737	652,209	721,729	652,201	506,535	29,246	18,923	467,494	24,833	3,187
Financial Liabilities										
Payables	34,696	14,680	34,696	14,680	-	-	-	-	-	-
Treasury Loans	29,591	31,736	36,905	38,287	36,905	-	-	38,287	-	-
Lease liabilities	11,743	-	11,743	-	-	-	-	-	-	-
Financial Liabilities	38,999	-	38,999	-	-	-	-	-	-	-
Total Financial Liabilities	115,029	46,416	122,343	52,967	36,905	-	-	38,287	-	-

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

21 FINANCIAL INSTRUMENTS (continued)**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)

	2019 \$'000	2018 \$'000
Unlisted securities (unrestricted)		
Opening Balance	3,187	10,025
Fair Value Movement through Profit and Loss	15,736	(6,838)
Closing Balance	18,923	3,187

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 \$1.124 million (2018: \$0.488million) respectively.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

22 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

Mr Michael Lundberg (commenced 28 May 2019)
 Ms Elisa Fear
 Mr Damian Gordon
 Mr Michael Lishman (ceased 31 March 2019)

Member nominated by the Minister for Education and Training

Vacant

Member who is the Vice-Chancellor

Professor Deborah Terry, Vice-Chancellor

Member elected by academic staff

Professor Glenda Scully

Member elected by general staff

Mr Andrew McLean (ceased 17 June 2019)
 Ms Catherine Clark (commenced 18 June 2019)

Co-opted Members

Dr Andrew Crane (Chancellor from 1 January 2019)
 Dr Vanessa Guthrie
 Mr Steve Scudamore
 Ms Sue Wilson, Pro Chancellor
 Dr Terry Agnew (commenced 1 January 2019)

Member who is the Chairperson of the Academic Board

Professor Dale Pinto

Members elected by students

Ms Romana-Rea Begicevic (postgraduate student)
 Ms Finlay Nolan (undergraduate student ceased 31 March 2019)
 Mr Chris Hall (undergraduate student commenced 1 April 2019)

Members elected by the graduates of the University

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 Lina Pelliccione (commenced 1 January 2019)
Professor Jill Downie	Professor Alan Dench
Ms Val Raubenheimer	Mr David Menarry
Mr Ian Callahan	Mr Marco Schultheis
Professor Archie Clements	Professor Chris Moran
Professor James Mienczakowski	Professor Seth Kunin
Professor Nigel de Bussy	Professor John Evans
Professor Jeremy Kilburn	Professor Linley Lord
Mr Alistair Donald	

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

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

	2019 Number	2018 Number
Nil - \$10,000	3	4
\$10,001 - \$20,000	1	1
\$20,001 - \$30,000	3	4
\$30,001 - \$40,000	3	1
\$40,001 - \$50,000	1	2
\$50,001 - \$60,000	1	1
\$60,001 - \$70,000	1	-
\$70,001 - \$80,000	1	1
\$80,001 - \$90,000	-	1
\$90,001 - \$100,000	-	1
\$100,001 - \$110,000	-	1
\$110,001 - \$120,000	1	2
\$120,001 - \$130,000	1	-
\$130,001 - \$140,000	-	1
\$140,001 - \$150,000	1	-
\$150,001 - \$160,000	-	1
\$160,001 - \$170,000	1	-
\$170,001 - \$180,000	-	1
\$180,001 - \$190,000	1	-
\$190,001 - \$200,000	-	1
\$200,001 - \$210,000	1	-
\$210,001 - \$220,000	-	1
\$220,001 - \$230,000	1	-
\$230,001 - \$240,000	-	1
\$240,001 - \$250,000	1	-
\$250,001 - \$260,000	-	1
\$260,001 - \$270,000	1	-
\$270,001 - \$280,000	-	1
\$280,001 - \$290,000	1	-
\$290,001 - \$300,000	-	1
\$300,001 - \$310,000	1	-
\$310,001 - \$320,000	-	1
\$320,001 - \$330,000	1	-
\$330,001 - \$340,000	-	1
\$340,001 - \$350,000	1	-
\$350,001 - \$360,000	-	1
\$360,001 - \$370,000	1	-
\$370,001 - \$380,000	-	1
\$380,001 - \$390,000	1	-
\$390,001 - \$400,000	-	1
\$400,001 - \$410,000	1	-
\$410,001 - \$420,000	-	1
\$420,001 - \$430,000	1	-
\$430,001 - \$440,000	-	1
\$440,001 - \$450,000	1	-
\$450,001 - \$460,000	-	1
\$460,001 - \$470,000	1	-
\$470,001 - \$480,000	-	1
\$480,001 - \$490,000	1	-
\$490,001 - \$500,000	-	1
\$500,001 - \$510,000	1	-
\$510,001 - \$520,000	-	1
\$520,001 - \$530,000	1	-
\$530,001 - \$540,000	-	1
\$540,001 - \$550,000	1	-
\$550,001 - \$560,000	-	1
\$560,001 - \$570,000	1	-
\$570,001 - \$580,000	-	1
\$580,001 - \$590,000	1	-
\$590,001 - \$600,000	-	1
\$600,001 - \$610,000	1	-
\$610,001 - \$620,000	-	1
\$620,001 - \$630,000	1	-
\$630,001 - \$640,000	-	1
\$640,001 - \$650,000	1	-
\$650,001 - \$660,000	-	1
\$660,001 - \$670,000	1	-
\$670,001 - \$680,000	-	1
\$680,001 - \$690,000	1	-
\$690,001 - \$700,000	-	1
\$700,001 - \$710,000	1	-
\$710,001 - \$720,000	-	1
\$720,001 - \$730,000	1	-
\$730,001 - \$740,000	-	1
\$740,001 - \$750,000	1	-
\$750,001 - \$760,000	-	1
\$760,001 - \$770,000	1	-
\$770,001 - \$780,000	-	1
\$780,001 - \$790,000	1	-
\$790,001 - \$800,000	-	1
\$800,001 - \$810,000	1	-
\$810,001 - \$820,000	-	1
\$820,001 - \$830,000	1	-
\$830,001 - \$840,000	-	1
\$840,001 - \$850,000	1	-
\$850,001 - \$860,000	-	1
\$860,001 - \$870,000	1	-
\$870,001 - \$880,000	-	1
\$880,001 - \$890,000	1	-
\$890,001 - \$900,000	-	1
\$900,001 - \$910,000	1	-
\$910,001 - \$920,000	-	1
\$920,001 - \$930,000	1	-
\$930,001 - \$940,000	-	1
\$940,001 - \$950,000	1	-
\$950,001 - \$960,000	-	1
\$960,001 - \$970,000	1	-
\$970,001 - \$980,000	-	1
\$980,001 - \$990,000	1	-
\$990,001 - \$1,000,000	-	1

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

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

	2019 Number	2018 Number
\$40,001 - \$50,000	1	-
\$90,001 - \$100,000	-	1
\$110,001 - \$120,000	-	2
\$140,001 - \$150,000	-	1
\$160,001 - \$170,000	-	1
\$240,001 - \$250,000	-	1
\$270,001 - \$280,000	-	1
\$280,001 - \$290,000	-	1
\$310,001 - \$320,000	2	-
\$320,001 - \$330,000	-	1
\$330,001 - \$340,000	-	1
\$350,001 - \$360,000	1	-
\$370,001 - \$380,000	1	-
\$380,001 - \$390,000	1	-
\$390,001 - \$400,000	1	2
\$400,001 - \$410,000	1	1
\$410,001 - \$420,000	3	-
\$430,001 - \$440,000	1	2
\$450,001 - \$460,000	1	-
\$460,001 - \$470,000	-	1
\$480,001 - \$490,000	1	1
\$500,001 - \$510,000	1	-
\$510,001 - \$520,000	1	-
\$540,001 - \$550,000	-	1
\$590,001 - \$600,000	-	1
\$600,001 - \$610,000	1	-

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

22 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)**(d) Key management personnel compensation**

Key management personnel comprises members of the Accountable Authority and Senior Officers.

	2019 \$'000	2018 \$'000
Short-term employee benefits	6,986	6,698
Post-employment benefits	764	641
Other long-term benefits	1,058	1,051
Total key management personnel compensation	8,808	8,390

23 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:

	2019 \$'000	2018 \$'000
(a) Audit and review of the Financial Statements		
Fees paid to the Office of the Auditor General	294	287
(b) Other audit and assurance services¹		
Fees paid to the Office of the Auditor General	14	14
Australian Government - Department of Agriculture	3	1
Casilli Holdings Pty Ltd	3	27
Independent Appraisal	1	1
Nexia Edwards Marshall	-	10
SAI Global Limited	7	6
Avant Edge Consulting	24	-
CQR Consulting	-	11
Total fees paid for other audit services	52	70
Total Remuneration of Auditors	346	357

¹ Other audit and assurance services are related to compliance audits and research project audits.**24 RELATED PARTIES****(a) Key management personnel**

Disclosures relating to Members of the Accountable Authority and Senior Officers are set out in Note 22.

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 2019

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

The following transactions occurred with related parties:

Transaction Type	2019 \$'000	2018 \$'000
Purchases of goods and services		
- Curtin Student Guild	4,640	4,286
- Associates	-	-
Revenue for providing services		
- Curtin Student Guild	617	435
- Associates	1,268	1,541

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

Transaction Type	2019 \$'000	2018 \$'000
Receivable at 31 December		
- Curtin Student Guild	110	1
- Associates	-	482
Payable at 31 December		
- Curtin Student Guild	119	6

(c) Loans to Associates

Refer Note 25.

25 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 2019 are listed below. Investments in associates have been recognised at fair value (refer Note 11). They have not been equity accounted for in the University's financial statements because they are not considered sufficiently material.

Name of entity	Country of incorporation	Carrying value of Investment		Equity holding	
		2019 \$'000	2018 \$'000	2019 %	2018 %
Associates					
Renegi Pty Ltd	Australia	1	1	48	48
iCetana Pty Ltd	Australia	1,443	600	7	22
REX Ortho Pty Ltd	Australia	-	-	36	-

Loans to Associates	2019 \$'000	2018 \$'000
Balance at beginning of year		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 2019

26 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.

27 COMMITMENTS

	2019 \$'000	2018 \$'000
(a) Capital commitments		
Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:		
Property, Plant and Equipment		
Within one year	83,778	38,837
Between one and five years	24,749	-
Later than five years	-	-
Total capital commitments	108,527	38,837
(b) Lease commitments		
Operating leases		
Prior to 2019, leases were classified as an operating lease if it did not transfer substantially all the risks and rewards incidental to ownership.		
As a result of implementing AASB16 (refer Note 1(i)(iii)), operating leases related to network leases, motor vehicle leases and building leases are now accounted for under Borrowings (refer Note 18).		
Leases with a term of less than 12 months or where the underlying asset is determined to be of low value continue to be treated similarly to the previous treatment for operating leases.		
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:		
Within one year	-	9,507
Between one and five years	-	17,734
Later than five years	-	42,897
Total future minimum lease payments	-	70,138

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

27 COMMITMENTS (continued)

	2019 \$'000	2018 \$'000
Short-term and low value pool leases		
Leases with a term of less than 12 months or where the underlying asset is determined to be of low value continue to be treated similarly to the previous treatment for operating leases.		
Commitments for minimum lease payments in relation to short-term and low value pool leases are payable as follows:		
Within one year ¹	3,876	-
Between one and five years ¹	3,886	-
Later than five years ¹	-	-
Total future minimum lease payments	7,762	-

¹ 2018 comparative figures are included in 27 (b) Operating leases note.**(c) Other expenditure commitments**

Commitments in relation to purchase orders are payable as follows:

Within one year	25,274	41,815
Commitments in relation to outgoing for leased buildings are payable as follows:		
Within one year	525	-
Between one and five years	2,101	-
Later than five years	39,126	-
Total future minimum payments	41,752	-

*All the above commitments are inclusive of GST where applicable.***28 DISCONTINUED OPERATIONS**

There were no discontinued operations in 2019 or 2018.

29 EVENTS OCCURRING AFTER REPORTING DATE

Subsequent to the reporting period, the financial impact of the COVID-19 virus on the University is not yet able to be quantified. There is no material impact from the event on the 2019 financial position of the University.

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

30 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.

	2019 \$'000	2018 \$'000
Reconciliation of the Present Value of the Defined Benefit Obligation		
Present value of defined benefit obligations at beginning of the year	512	654
Current service cost	-	-
Interest cost	17	15
Actuarial loss/(gain)	109	(54)
Benefits paid	(93)	(103)
Present value of defined benefit obligations at end of the year	545	512
Reconciliation of the Fair Value of Assets		
Fair value of assets at beginning of the year	-	-
Employer contributions	93	103
Benefits paid	(93)	(103)
Fair value of assets at end of the year	-	-
Reconciliation of the Assets and Liabilities Recognised in the Statement of Financial Position		
Present value of defined benefit obligation	545	512
Fair value of assets	-	-
Net liability	545	512
Liability recognised in the Statement of Financial Position as:		
Current	88	93
Non-current	457	419
	545	512
Expense Recognised in the Statement of Comprehensive Income		
Interest cost	17	15
Actuarial loss/(gain)	109	(54)
Superannuation expense/(benefit)	126	(39)

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 2019

30 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 8.8 years (2018: 8.7 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.

	2019 \$'000	2018 \$'000
Reconciliation of the present value of the defined benefit obligation		
Present value of defined benefit obligations at beginning of the year	56,648	62,003
Current service cost	-	-
Interest cost	1,336	1,400
Actuarial loss/(gain) arising from changes in financial assumptions	5,327	(677)
Actuarial loss/(gain) arising from liability experience	1,053	(646)
Benefits paid	(5,078)	(5,432)
Present value of defined benefit obligations at end of the year	59,286	56,648
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	5,078	5,432
Benefits paid	(5,078)	(5,432)
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	59,286	56,648
Fair value of the Scheme assets	-	-
Net liability	59,286	56,648
Fair value of reimbursement rights	59,286	56,648
Total net liability/(asset) in the Statement of Financial Position	-	-
Present value of defined benefit obligations/reimbursement rights is recognised as:		
Current	4,548	3,809
Non-current	54,738	52,839
	59,286	56,648

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

30 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

	2019 \$'000	2018 \$'000
Expense Recognised in the Statement of Comprehensive Income		
Current service cost	-	-
Interest cost	1,336	1,400
Reimbursement rights adjustments	(1,067)	(1,074)
Deferred superannuation expense	269	326
Actuarial loss/(gain) recognised in Other Comprehensive Income		
Actuarial loss/(gain) arising from changes in financial assumptions	5,327	(677)
Actuarial loss/(gain) arising from liability experience	1,053	(646)
Reimbursement rights adjustments	(6,380)	1,323
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	2019	2018
Discount rate (active members)	2.47%	2.47%
Discount rate (pensioners)	2.47%	2.47%
Expected salary increase rate	1.50%	1.10%
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 2019

30 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

	2019 \$'000	2018 \$'000	2017 \$'000	2016 \$'000	2015 \$'000	2014 \$'000
Historical Information						
Present value of defined benefit obligation	59,286	56,648	62,003	61,574	64,569	68,120
Fair value of Scheme assets	-	-	-	-	-	-
Deficit in Scheme assets	59,286	56,648	62,003	61,574	64,569	68,120
Experience adjustments (gain)/loss - Scheme assets	-	-	-	-	-	-
Experience adjustments (gain)/loss - Scheme liabilities	1,053	(646)	2,936	(332)	(1,005)	2,017

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).

	2020 \$'000	2019 \$'000
Expected Contributions		
Expected employer contributions	5,093	5,116

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 19).

An arrangement exists between the Australian Government and the University 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 10).

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 AASB119 - 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 \$62.993 million (2018: \$66.053 million) were charged as an expense under employee benefits (refer Note 5) as they fell due.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2019**31 ACQUISITION OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE****(a) Education - CGS and Other Education Grants**

	Commonwealth Grants Scheme ¹		Indigenous Support Program		Disability Support Program		Partnership & Participation Program ²		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Financial assistance received in CASH during the reporting period	251,575	249,133	1,039	1,187	198	171	4,791	4,231	257,603	254,722
Net accrual adjustments	(267)	190	-	-	-	-	-	-	(267)	190
Revenue for the period	251,308	249,323	1,039	1,187	198	171	4,791	4,231	257,336	254,912
Surplus/(deficit) from the previous year	-	-	-	-	(914)	(705)	(6)	-	(920)	(705)
Total revenue including accrued revenue	251,308	249,323	1,039	1,187	(716)	(534)	4,785	4,231	256,416	254,207
Less expenses including accrued expenses	(251,308)	(249,323)	(1,039)	(1,187)	(215)	(380)	(4,799)	(4,237)	(257,361)	(255,127)
Surplus/(deficit) for reporting period	-	-	-	-	(931)	(914)	(14)	(6)	(945)	(920)

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

² Includes Equity Support Program.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2019

31 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

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

	HECS-HELP		FEE-HELP ³		SA-HELP		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Financial assistance received in CASH during the reporting period	169,231	161,455	22,448	22,324	3,084	2,338	194,763	186,117
Net accrual adjustments	(1,025)	(1,514)	1,316	133	(188)	336	103	(1,045)
Revenue for the period	168,206	159,941	23,764	22,457	2,896	2,674	194,866	185,072
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	168,206	159,941	23,764	22,457	2,896	2,674	194,866	185,072
Less expenses including accrued expenses	(168,206)	(159,941)	(23,764)	(22,457)	(2,896)	(2,674)	(194,866)	(185,072)
Surplus/(deficit) for reporting period	-	-	-	-	-	-	-	-

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2019

31 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(c) (i) Research Training Program

	Research Training Program ⁴		Commonwealth Education Cost Scholarships ⁵		Commonwealth Accommodation Scholarships ⁵		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Financial assistance received/(refunded) in CASH during the reporting period	26,301	25,872	239	242	-	41	26,540	26,155
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	26,301	25,872	239	242	-	41	26,540	26,155
Surplus/(deficit) from the previous year	245	1,213	-	-	-	-	245	1,213
Total revenue including accrued revenue	26,546	27,085	239	242	-	41	26,785	27,368
Less expenses including accrued expenses	(25,958)	(26,840)	(213)	(201)	-	(41)	(26,171)	(27,082)
Surplus/(deficit) for reporting period	588	245	26	41	-	-	614	286

⁴ The reported surplus for the Research Training Program of \$0.588 million for 2019 is expected to be rolled over for future use by the University.

⁵ 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) Research Training Program expenditure

Year Ended 31 December 2019	Domestic students \$'000	Overseas students \$'000	Total \$'000
Research Training Program Fees offsets	14,522	395	14,917
Research Training Program Stipends	7,649	1,234	8,883
Research Training Program Allowances	1,135	1,023	2,158
Total for all types of support	23,306	2,652	25,958

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2019

31 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(d) Research Support Program

	Research Support Program			Total
	2019 \$'000	2018 \$'000	2019 \$'000	
Financial assistance received in CASH during the reporting period	20,355	19,795	20,355	19,795
Net accrual adjustments	-	-	-	-
Revenue for the period	20,355	19,795	20,355	19,795
Surplus/(deficit) from the previous year	-	-	-	-
Total revenue including accrued revenue	20,355	19,795	20,355	19,795
Less expenses including accrued expenses	(20,355)	(19,795)	(20,355)	(19,795)
Surplus/(deficit) for reporting period	-	-	-	-

(e) Australian Research Council Grants

(i) Discovery

	Projects ¹		Fellowships		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Financial assistance received in CASH during the reporting period	7,308	8,532	4,209	3,879	11,517	12,411
Net accrual adjustments	7,490	401	(245)	-	7,245	401
Revenue for the period	14,798	8,933	3,964	3,879	18,762	12,812
Surplus/(deficit) from the previous year	1,174	161	4,187	2,866	5,361	3,027
Total revenue including accrued revenue	15,972	9,094	8,151	6,745	24,123	15,839
Less expenses including accrued expenses	(8,388)	(7,920)	(4,333)	(2,558)	(12,721)	(10,478)
Surplus/(deficit) for reporting period	7,584	1,174	3,818	4,187	11,402	5,361

¹ Includes Early Career Researcher Award.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
for the year ended 31 December 2019

31 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(e) Australian Research Council Grants (continued)

(ii) Linkages

	Infrastructure		Projects		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Financial assistance received in CASH during the reporting period	2,243	403	3,572	3,883	5,815	4,286
Net accrual adjustments	(2,188)	25	(160)	(30)	(2,348)	(5)
Revenue for the period	55	428	3,412	3,853	3,467	4,281
Surplus/(deficit) from the previous year	(53)	(103)	410	72	357	(31)
Total revenue including accrued revenue	2	325	3,822	3,925	3,824	4,250
Less expenses including accrued expenses	(539)	(378)	(4,293)	(3,515)	(4,832)	(3,893)
Surplus/(deficit) for reporting period	(537)	(53)	(471)	410	(1,008)	357

(iii) Centres

	Centres		Other		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Financial assistance received in CASH during the reporting period	1,277	934	73	42	1,350	976
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	1,277	934	73	42	1,350	976
Surplus/(deficit) from the previous year	587	386	(358)	(369)	229	17
Total revenue including accrued revenue	1,864	1,320	(285)	(327)	1,579	993
Less expenses including accrued expenses	(973)	(733)	300	(31)	(673)	(764)
Surplus/(deficit) for reporting period	891	587	15	(358)	906	229

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2019

31 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

	2019 \$'000	2018 \$'000
(f) OS-HELP		
Cash received during the reporting period	2,993	1,409
Cash spent during the reporting period	(2,993)	(1,409)
Net cash received	-	-
Cash surplus/(deficit) from the previous period	-	-
Cash surplus/(deficit) for the reporting period	-	-
(g) Higher Education Superannuation Program		
Cash received during the reporting period	5,362	4,895
University contribution in respect of current employees	269	326
Cash available	5,631	5,221
Cash surplus/(deficit) from the previous period	305	(198)
Cash available for current period	5,936	5,023
Contributions to specified defined benefit funds	(5,494)	(4,718)
Cash surplus/(deficit) for the reporting period	442	305
(h) Student Services and Amenities Fee		
Unspent/(Overspent) revenue from previous period	(215)	(343)
SA-HELP revenue earned	2,896	2,674
Student Services and Amenities Fees direct from students	3,423	3,150
Total revenue expendable in period	6,104	5,481
Student Services expenses during period	(5,891)	(5,696)
Unspent/(Overspent) Student Services Revenue	213	(215)

REPORT BY THE MEMBERS OF THE UNIVERSITY COUNCIL

The members of the University Council present their report for the year ended 31 December 2019.

MEMBERS

The following persons were members of the Council of Curtin University during the year ended 31 December 2019:

Members appointed by the Governor

Mr Michael Lundberg (commenced 28 May 2019)

Ms Elisa Fear

Mr Damian Gordon

Mr Michael Lishman (ceased 31 March 2019)

Member who is the Vice-Chancellor

Professor Deborah Terry AO, Vice-Chancellor

Co-opted Members

Dr Andrew Crane (Chancellor from 1 January 2019)

Dr Vanessa Guthrie

Mr Steve Scudamore

Ms Sue Wilson, Pro Chancellor

Dr Terry Agnew (commenced 1 January 2019)

Member elected by full-time academic staff

Professor Glenda Scully

Members elected by the graduates of the University

Vacant

Member elected by full-time general staff

Mr Andrew McLean (ceased 17 June 2019)

Ms Catherine Clark (commenced 18 June 2019)

Member who is the Chairperson of Academic Board

Professor Dale Pinto

Members elected by Students

Ms Romana-Rea Begicevic (postgraduate student)

Ms Finlay Nolan (undergraduate student ceased 31 March 2019)

Mr Chris Hall (undergraduate student commenced 1 April 2019)

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 2019 and the number of meetings attended by each member were:

MEMBERS	COUNCIL MEETINGS ¹		MEETINGS OF COMMITTEES													
	ATTENDED	HELD	AUDIT, RISK & COMPLIANCE		EXECUTIVE			FINANCE		LEGISLATIVE ²		NOMINATIONS		UNIVERSITY COUNCIL HEALTH AND SAFETY		
			ATTENDED	HELD	ATTENDED	HELD		ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	
Dr Terry Agnew	8	8			5	6							2	3	3	4
Ms Romana-Rea Begicevic	6	8														
Dr Andrew Crane, Chancellor	8	8			8	8							4	4		
Ms Catherine Clark	5	5													1	2
Ms Elisa Fear	7	8						9	9						4	4
Ms Beth Gordon (co-opted)								9	9							
Mr Damian Gordon	8	8						7	9							
Dr Vanessa Guthrie	5	8			6	8		7	9				3	4	3	4
Mr Chris Hall	3	6													1	2
Mr Michael Lishman	2	2														
Mr Michael Lundberg	4	5								1	1					
Mr Andrew McLean	3	3													2	2
Ms Finlay Nolan	2	2													1	1
Prof Dale Pinto	7	8			6	8				1	1					
Ms Ann Robinson (co-opted)			3	3												
Mr Steve Scudamore ⁴	8	8	5	5	6	8							3	4		
Prof Glenda Scully	7	8						7	9							
Mr David Southam (co-opted)			4	5												
Prof Deborah Terry AO, Vice-Chancellor ⁴	8	8			8	8		9	9	1	1				4	4
Ms Sue Wilson, Pro Chancellor ³	7	8	5	5	5	8							3	4		

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

² The Legislative Committee only meets when necessary.

³ Also a member of the Curtin University Foundation Board.

⁴ 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;
- (b) to encourage and participate in the development and improvement of tertiary education whether on a full or part-time basis;
- (c) to provide such other courses as may be approved by the Council;
- (d) to undertake and support scholarship, pure and applied research, invention, innovation, education and consultancy, and to apply those matters to the advancement and application of knowledge:
 - (i) to the benefit of industry, business and government; and
 - (ii) to the benefit and wellbeing of the Western Australian, Australian and international communities;
- (e) to commercially develop or commercially use, for the University's benefit, any facility, resource or property (real or personal) of the University or in which the University has a right or interest (including, for example, study, research, knowledge and intellectual property and the practical application of study, research, knowledge and intellectual property), whether alone or with others;
- (f) to generate revenue for the purpose of funding the carrying out of its functions;
- (g) to foster the general welfare and development of its enrolled students;
- (h) subject to the Curtin University Act and the Statutes to make appropriate academic awards to enrolled students who have attained standards approved by the University in examinations and to other persons as prescribed;
- (i) to serve the Western Australian, Australian and international communities and the public interest by:
 - (i) enriching cultural and community life; and
 - (ii) raising public awareness of educational, scientific and artistic developments; and
 - (iii) promoting critical and free enquiry, informed intellectual discussion and public debate within the University and in the wider society;
- (j) to provide such facilities relating to the foregoing functions as the Council thinks necessary or conducive for their attainment.

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 2019 was \$82.054 million (2018: \$26.417 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

Subsequent to the reporting period, the financial impact of the COVID-19 virus on the University is not yet able to be quantified. There is no material impact from the event on the 2019 financial position of the University.

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

Report by the Members of the University Council (continued)

Likely developments and expected results of operations

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

Environmental regulation

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

Relevant legislation that Curtin is subject to includes:

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

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

Insurance of Members of Council and Officers

The University provides Directors and Officers Liability and Employers Practices Insurance and Supplementary Legal Expenses Cover through contracts with external insurance providers.

The cover applies to members of Council and Officers of the University.

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 11th day of March 2020

CURTIN’S KEY PERFORMANCE INDICATORS

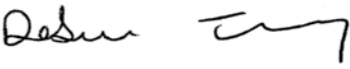
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CERTIFICATION OF KEY PERFORMANCE INDICATORS

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 2019.



Dr Andrew Crane
Chancellor



Professor Deborah Terry AO
Vice-Chancellor

On behalf of the University Council Dated this 11th day of March 2020

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; 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 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 Staff engagement survey results
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 and changes in demand for Curtin courses and the quality of its domestic undergraduate students.

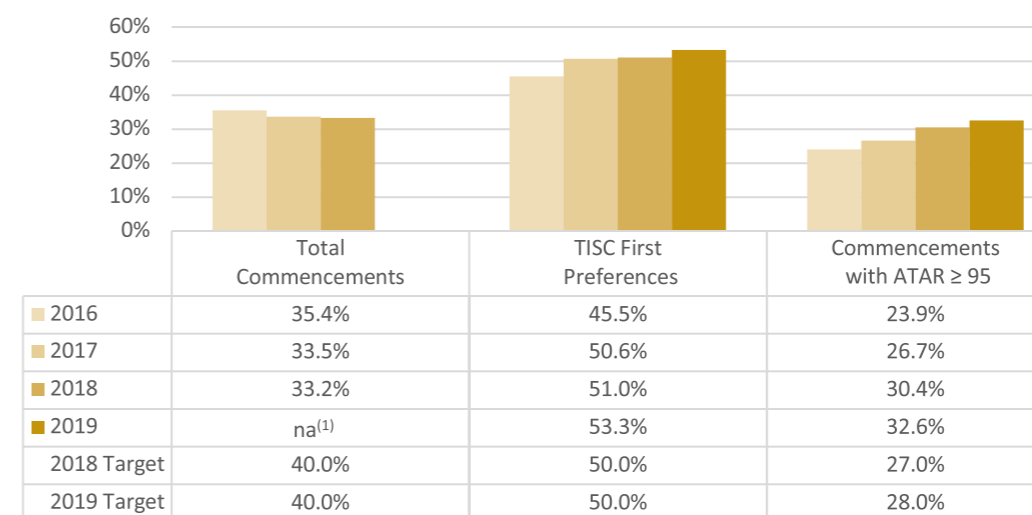
Total Commencements is the per cent of all commencing students (undergraduate, postgraduate and others) enrolled at one of the five universities in Western Australia as measured with data published by the Department of Education (DE), Canberra.

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 universities in Western Australia. An imputed enrolment of high ATAR students is calculated for the UND based on the TISC application data.

The TISC First Preferences and Commencements with ATAR ≥95 outcomes were both above the target in 2019 and have continued growing year on year. Total Commencement data for 2019 is currently unavailable and although historically Curtin’s performance has been stable, it is reflective of the market conditions and customer preferences, i.e. student ATAR attainment rates and preferences for selecting university degrees as a pathway to employment.

CURTIN MARKET SHARE OF WA UNIVERSITY STUDENTS



Data source: 2016–2018 Total Commencements data, Department of Education; 2016–2019 TISC First Preferences and Commencements with ATAR ≥95, Curtin’s internal systems.

Notes:

(1) Total Commencements data for 2019 is not yet available due to timing of data collection and release by Department of Education.

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 for 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

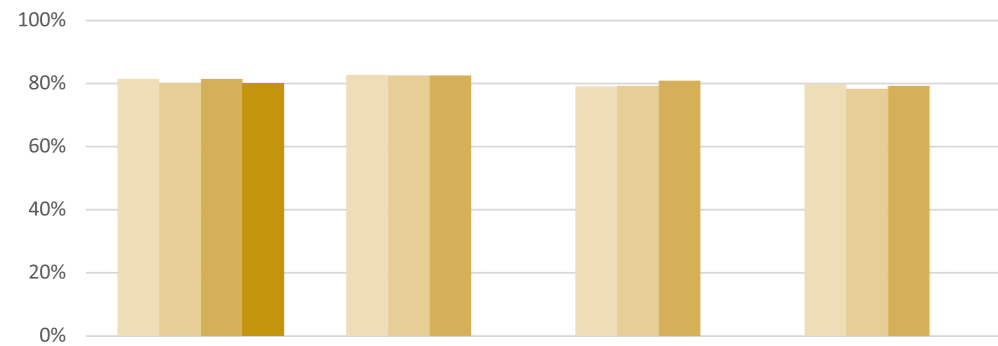
Classification: Effectiveness measure

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

The Social Research Centre (SRC)¹ collects SES information from first year and final year onshore undergraduates on their student experience. In 2018, 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'².

The quality of Curtin's educational experience has remained relatively stable since 2016. Curtin achieved the 2018 target to be in the top 10 in Australia, with a ranking of 9th in Australia. The 2019 ranking comparison is not available for the WA, ATN and Sector benchmarking categories.

STUDENT SATISFACTION (SES) – UNDERGRADUATE STUDENTS



	Curtin	WA	ATN	Sector
2016	81.5% 14 th	82.9%	79.1%	79.9%
2017	80.2% 12 th	82.6%	79.3%	78.5%
2018	81.6% 9 th	82.6%	80.9% ⁽⁵⁾	79.2%
2019	80.0% ⁽³⁾ na ⁽⁴⁾	na ⁽⁴⁾	na ⁽⁴⁾	na ⁽⁴⁾
2018 Target	Top 10 in Aus.			
2019 Target	Top 10 in Aus.			

Data source: 2016–2019 Curtin data, Curtin Tableau Report prepared and issued by the SRC; 2016–2018 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) The Social Research Centre is an external organisation who provide the Australian social research community with access to research services (<https://www.srcentre.com.au/>).

(2) The survey categories include: Excellent; Good; Fair; and Poor.

(3) In 2019 the number of domestic Curtin survey respondents was 5,755, domestic Curtin graduate population size was 14,273, and the response rate was 40.3 per cent. The margin of error was +/- .10 per cent at a 95 per cent confidence level.

(4) Benchmark data for 2019 is not yet available due to timing of data collection and release by the SRC.

(5) From 2018 onwards Queensland University of Technology (QUT) will be excluded from ATN data (QUT left the ATN in September 2018).

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.

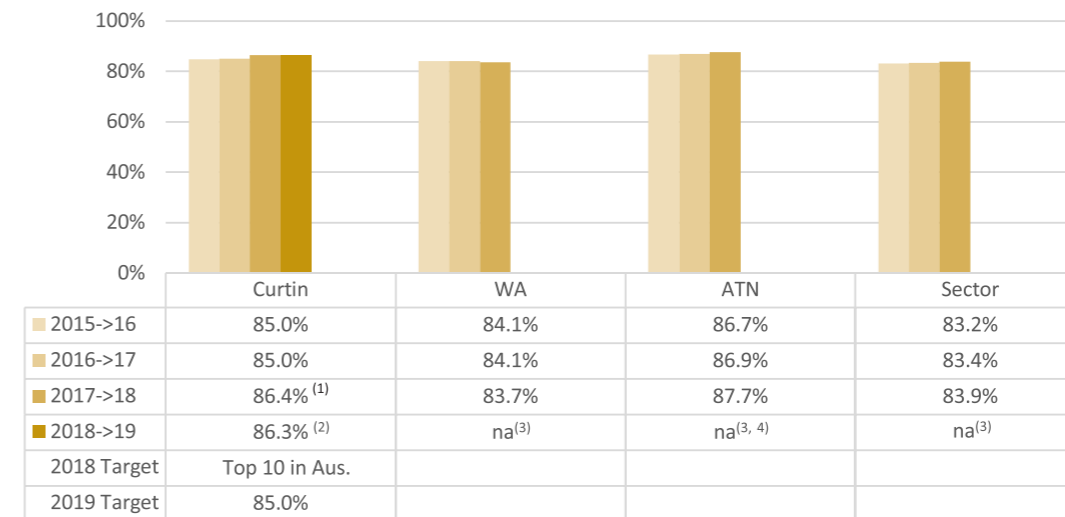
Minimising the attrition of students, as measured through student retention, allows the University to optimise its student load and revenue base, and ensures students can fulfil their ambitions to obtain a university qualification.

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 a one year lag and benchmark retention data is available only up to 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 is calculated based on the student commencement cohort year (year 1) and those students retained in the following year (year 2).

The retention rate of undergraduate students has remained stable and Curtin exceeded the 2019 target of 85.0 per cent, achieving 86.3 per cent. Curtin has continued to track above the Sector and WA averages.

RETENTION RATE – UNDERGRADUATE STUDENTS



Data source: 2015–2018 Retention data, Department of Education; Curtin's internal systems.

Notes:

(1) The 2017->2018 metric has been restated due to an internal measure being used as an interim proxy.

(2) The 2018->2019 percentage is derived using Curtin's internal systems and may be restated in the following year once the Department of Education publish the final outcome.

(3) Benchmark data for 2018->2019 is not available due to timing of data collection and release by Department of Education.

(4) From 2018->2019 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018).

Learning and Student Experience (continued)

Outcome Component: 3. Graduate Outcomes

Curtin aspires to have the highest graduate employment rates in WA. The vision for Learning and Student Experience is to lead in education innovation and prepare graduates with the skills needed for the future of work and those in demand by employers. The employment rate of graduates indicates the level to which Curtin graduates are career-ready and sought after by employers. 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

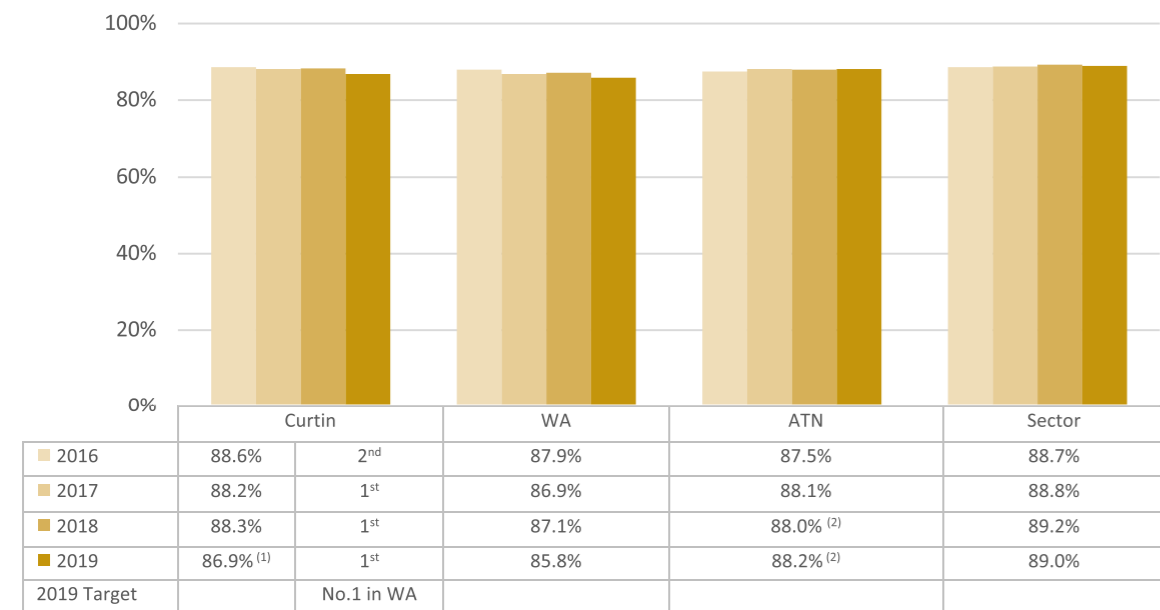
Classification: Effectiveness measure

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, which collects information on graduates' labour market outcomes and further study activities. 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 declined slightly from 2018; however the 2019 target to be number 1 in WA for graduate employment rates was achieved, with Curtin being ranked as the top public university in WA for domestic graduate employment rates.

DOMESTIC GRADUATE EMPLOYMENT RATES



Data source: 2016–2019 Curtin, WA, ATN and Sector data, Curtin UA GOS Tableau Report prepared and issued by the SRC.

Notes:

(1) In 2019 the number of domestic Curtin survey respondents was 2,310, domestic Curtin graduate population size was 4,990 and the response rate was 46.3 per cent. The margin of error was +/-1.49 per cent at a 95 per cent confidence level.

(2) From 2018 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018).

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.

Market and economic conditions impact the ability for regional and remote students to attend university and will be reflected in the results.

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

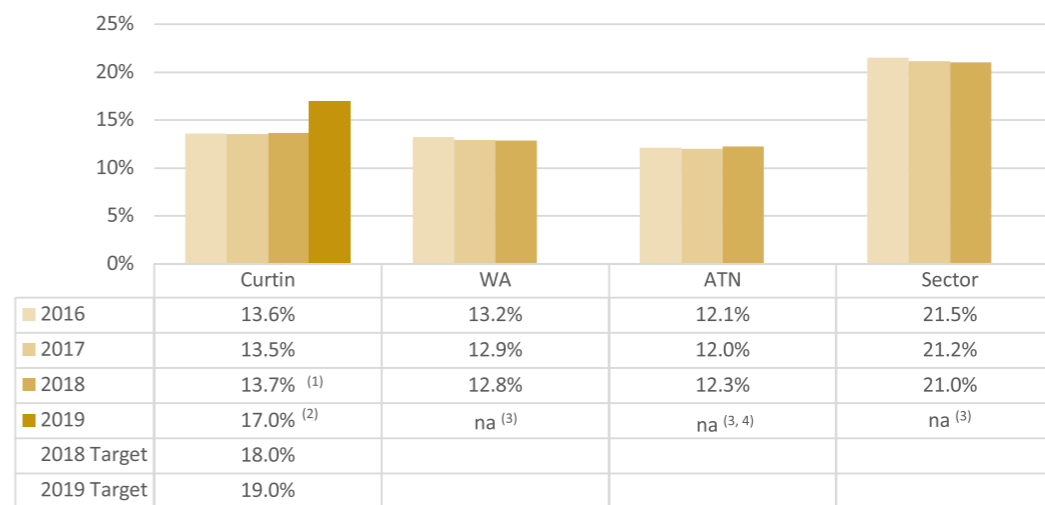
Classification: Effectiveness measure

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.

2019 performance was below target; however the measure has significantly improved from 2018 from 13.7 per cent to 17.0 per cent, demonstrating the impact of Curtin's programs on attracting regional and remote students. Despite being below target, historical benchmarking shows that Curtin has typically performed above the WA and ATN averages.

PERCENTAGE OF TOTAL DOMESTIC ENROLMENTS – REGIONAL AND REMOTE STUDENTS



Data source: 2016–2018 Equity groups data, Department of Education.

Notes:

(1) The 2018 metric has been restated due to an internal measure being used as an interim proxy.

(2) The 2019 percentage is derived using Curtin's internal systems and may be restated in the following year once the Department of Education publish the final outcome.

(3) Benchmark data for 2019 is not available due to timing of data collection and release by Department of Education.

(4) From 2019 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018).

Learning and Student Experience (continued)

Key Performance Indicator: 4.2 Total enrolments – Indigenous students

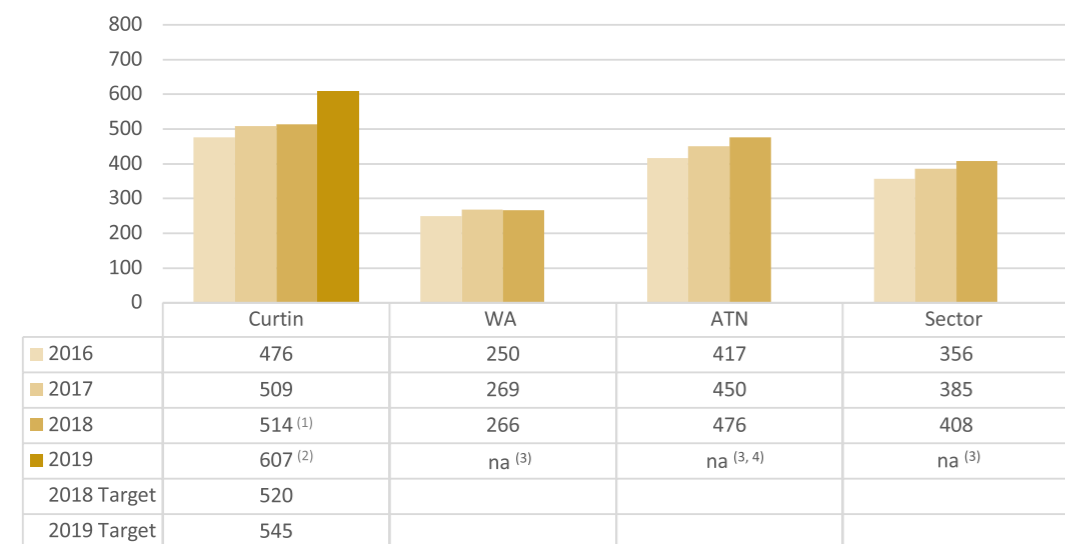
Classification: Effectiveness measure

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 2019, the University achieved a significant increase in its overall indigenous enrolment numbers from 2018, which was well above 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: 2016–2018 Indigenous student data, Department of Education.

Notes:

- (1) The 2018 metric has been restated due to an internal measure being used as an interim proxy.
- (2) The 2019 percentage is derived using Curtin’s internal systems and may be restated in the following year once the Department of Education publish the final outcome.
- (3) Benchmark data for 2019 is not available due to timing of data collection and release by Department of Education.
- (4) From 2019 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018).

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.

Publication output per research staff FTE has grown steadily since 2016. Historical trends show that Curtin is tracking above ATN and sector averages. The University’s steady growth can be attributed to alignment with Curtin’s strategic direction in research, which includes a stronger focus on encouraging and supporting quality research outputs. This has resulted in steady growth in scholarly journal articles over the last five years. Due to a one-year data lag, data is only available up to 2018.

PUBLICATIONS PER RESEARCH STAFF FTE

	2016	2017	2018	2019	2018 Target	2019 Target
Curtin	3.8	4.1	4.4	na ⁽²⁾	3.8	3.9
Average ATN Universities	3.6	3.0	3.2 ⁽¹⁾	na ⁽²⁾		
Average Sector	2.5	2.6	2.7	na ⁽²⁾		

Data source: 2016–2018 Publications InCites dataset, Web of Science schema; 2016–2018 Staff FTE data, Department of Education.

* InCites is an external tool which collates comprehensive citation data and is used to measure Curtin performance against other institutions.

Notes:

- (1) From 2019 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018).
- (2) 2019 staff FTE data is not available due to timing of data collection and release by Department of Education.

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 and development (R&D) income is an indicator of the University’s effectiveness in attracting research funding in a competitive environment and provides a proxy measure for national and international research reputation. Success in attaining external funding to support the University’s research is a qualitative measure of achievement. R&D income consists of four Higher Education Research Data Collection (HERDC) categories:

Category 1 – Australian Competitive Grant R&D Income

Category 2 – Other Public Sector R&D Income

Category 3 – Industry and Other R&D Income

Category 4 – Cooperative Research Centre (CRC) R&D 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 2018. In 2018, the University was below target which can be attributed to economic conditions putting pressure on government spending.

TOTAL RESEARCH INCOME (HERDC CATEGORY 1-4)

	2016	2017	2018	2019	2018 Target	2019 Target
Curtin	\$86.8m	\$95.4m	\$93.5m	na ⁽²⁾	\$95.0m	\$100.0m
Average ATN Universities	\$70.6m	\$78.3m	\$79.9m ⁽¹⁾	na ⁽²⁾		
Average Sector	\$90.1m	\$93.9m	\$99.3m	na ⁽²⁾		
All Australian Rank	12	12	12	na ⁽²⁾		

Data source: 2016-2018 Research income data, Department of Education.

Notes:

(1) From 2019 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018).

(2) Benchmark data for 2019 is not available due to timing of data collection and release by Department of Education.

Research and Innovation (continued)

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

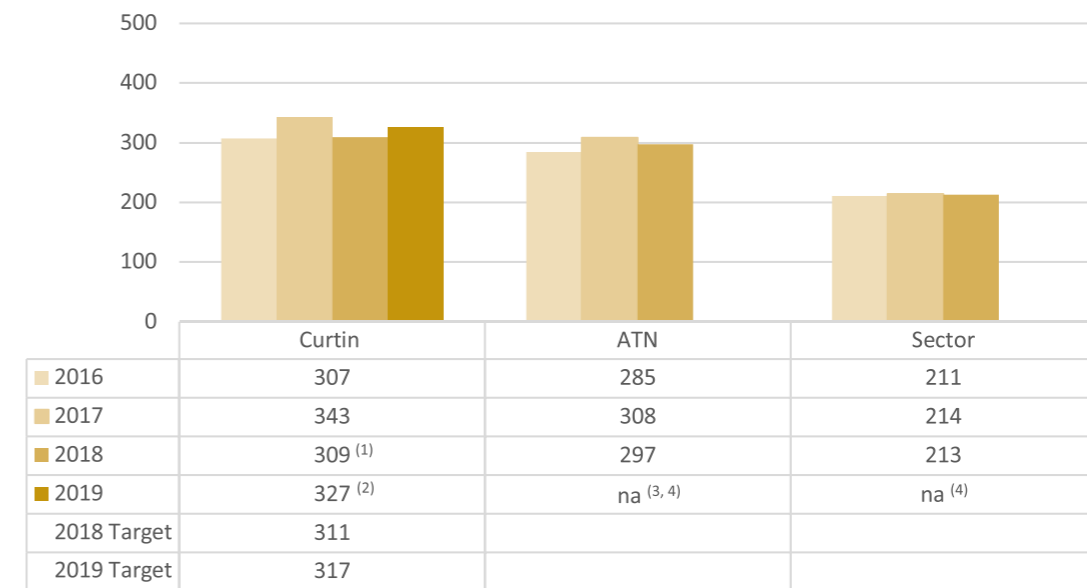
Classification: Effectiveness measure

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.

Curtin achieved 327 HDR completions in 2019 compared to a target 317, achieving a 6 per cent increase from 2018. Benchmark data for 2019 is not yet available; however historical trends show that Curtin is typically ahead of ATN and sector averages for HDR completion numbers.

COMPLETION NUMBERS – HDR STUDENTS



Data source: 2016-2018 Award course completions data, Department of Education.

Notes:

(1) The 2018 metric has been restated due to an internal measure being used as an interim proxy.

(2) The 2019 percentage is derived using Curtin’s internal systems and may be restated in the following year once the Department of Education publish the final outcome. Data shows headcount.

(3) From 2019 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018).

(4) Benchmark data for 2019 is not available due to timing of data collection and release by Department of Education.

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 and 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 2018. Subdued growth was anticipated for industry and scholarship income in 2018 due to the WA economic downturn and is evident in the 2018 result, which was below target.

INDUSTRY INCOME (CATEGORY 3-4) AND INDUSTRY SCHOLARSHIPS

	2016	2017	2018	2019	2018 Target	2019 Target
Industry Income (Category 3-4) and Industry Scholarships	\$32.4m	\$38.7m	\$31.2m	na ⁽¹⁾	\$36m	\$40m

Data source: 2016–2018 Research income data, Department of Education; 2016–2018 Scholarship data Curtin’s internal systems.

Notes:

(1) 2019 Research income data is unavailable due to timing of data collection and release by Department of Education.

PEOPLE AND CULTURE

Outcome Component: 7. Staff Engagement

During 2018, a decision was made to redesign the approach and develop an in-house staff survey. The previous YourVoice survey was administered by an outsourced external provider.

The new staff engagement survey was developed in July 2019 to replace the existing YourVoice survey. The new survey measures overall satisfaction and the level of staff engagement, an outcome component of the 2017–2020 Strategic Plan and the People and Culture Enabling Plan.

Key Performance Indicator: 7.1 Staff engagement survey results

Classification: Effectiveness measure

Benchmark gauge: Not applicable.

This staff engagement survey is expected to be conducted annually and is being administered by the Office of Strategy and Planning.

STAFF ENGAGEMENT SURVEY RESULTS

	2017	2018	2019	2019 Target
Overall Staff Satisfaction	77.5% ⁽¹⁾	na ⁽²⁾	72.9% ⁽³⁾	Improved (to prior survey) ⁽⁴⁾

Data source: Data compiled by the Office of Strategy and Planning.

Notes:

(1) 2017 data, YourVoice survey.

(2) Previous survey was conducted biennially and no survey was conducted in 2018.

(3) 2019 staff engagement survey results are collected using Curtin’s internal systems and includes all Australian campuses. In 2019 the number of Curtin staff survey respondents excluding sessionals and casuals was 3,566, the population size was 2,292 and the response rate was 64.3 per cent. The margin of error was +/-1.22 per cent at a 95 per cent confidence level.

(4) The target was set for 2019 prior to the introduction of a new in-house survey and a new target will be introduced for 2020.

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.”

Building on the success of 2018, Curtin performed well in 2019 with 145 Indigenous staff and interns, which was well above the target of 110 for 2019. Growing Indigenous staff numbers continues to be a key focus for the University.

NUMBER OF INDIGENOUS STAFF AND INTERNS

	2016	2017	2018	2019	2019 Target
Indigenous Staff and Interns*	94	106	116	145	110

Data source: 2016–2019 Indigenous staff and interns data is derived from Curtin’s internal systems.

* Includes continuing, fixed term, sessional and casual staff.

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 female staff in Professional HEW ≥10 and ALE positions measures both improved in 2019; however both categories were below the targets set for 2019. Curtin is currently below the ATN and sector averages and strategies are in place to support Curtin achieving the longer term targets, including through the Science in Australia Gender Equity (SAGE) Athena Swan initiative. A focus on academic promotion, career development and succession planning is expected to have a positive impact on the representation of women across Professional HEW ≥10 and ALE positions.

FEMALES IN PROFESSIONAL HEW ≥10 POSITIONS

	2016	2017	2018	2019	2019 Target
Curtin	44.5%	38.6%	36.8%	44.7%	48.0% - 52.0%
Average ATN Universities	48.9%	51.5%	51.5%	51.3% ⁽¹⁾	
Average Sector	51.7%	50.6%	51.5%	52.7%	

FEMALES IN ACADEMIC LEVEL E POSITIONS

	2016	2017	2018	2019	2019 Target
Curtin	15.6%	19.3%	25.1%	26.9%	29.0%
Average ATN Universities	25.3%	27.7%	29.5%	30.8% ⁽¹⁾	
Average Sector	27.4%	27.2%	28.2%	29.4%	

Data source: 2016–2019 data, Australian Higher Education Industrial Association (AHEIA).

Notes:

(1) From 2019 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018).

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: The comparable data for benchmarking for this measure was not available and will be developed for 2020.

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

The data was previously sourced from the University’s research information management system “Elements” and is now being sourced from an external data source, InCites.

The measure details the percentage of total research publications (“Article” or “Review”) which have at least one co-author with an international-only affiliation on the publication. The data and percentage of international co-authorship is sourced from the InCites dataset (Web of Science schema).

INTERNATIONAL CO-AUTHORSHIP

	2018	2019	2018 Target
% International Co-Authorship	61%	nd ⁽¹⁾	45% ⁽²⁾

Data source: 2018 Publications, InCites dataset, Web of Science schema.

Notes:

(1) Due to the timing of data collection, 2019 is not yet available.

(2) The target was set for 2018 prior to the introduction of a new data source and calculation methodology. The 2018 target was approved on the previous calculation methodology based on a broader set of publication types (i.e. “Journal Article”, “Book”, “Book Chapter” and “Conference”).

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 1,800 universities are ranked by ARWU and the top 1,000 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 has remained relatively stable, with Curtin remaining at an estimated ranking of 9 nationally and decreasing slightly to an estimated 212 globally.

ARWU RANKING

	2016	2017	2018	2019	2019 Target
World Rank	201-300	151-200	151-200	201-300	Maintain/improve top 200 position
Estimated World Rank	211	180	181	212	
National Rank	9-14	9-10	9	9-15	Maintain top 10 position
Estimated National Rank	10	9	9	9	

Data source: 2016–2019 ARWU ranking data, ShanghaiRanking Consultancy; 2016–2019 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)

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.

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.

TEACHING AND LEARNING EXPENDITURE PER EFTSL

	2016	2017	2018	2019
T&L Expenditure (\$,000)	\$633,110	\$627,788	\$586,378	\$644,087
EFTSL	37,537	36,676	36,842	37,424
T&L Expenditure per EFTSL	\$16,866	\$17,117	\$15,916	\$17,211

Data source: 2016–2019 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. There has been a decrease in the percentage of non-Commonwealth revenue for 2019, which can be attributed to a change in investment revenue.

REVENUE FROM NON-COMMONWEALTH SOURCES

	2016	2017	2018	2019	2018 Target	2019 Target
Non-Commonwealth Sources	43.2%	42.4%	42.3%	39.4%	43.0%	44.0%

Data source: 2016–2019 data, Curtin’s internal systems.



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