



Curtin University



Annual Report 2021

Western Australia | Malaysia | Singapore | Dubai | Mauritius

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2021 Annual Report

Cover image:

1. The launch of Western Australia's first homegrown spacecraft from Cape Canaveral was an exciting and proud moment for Curtin in August. Binar-1 CubeSat, coded and built by staff and students from Curtin's Space Science and Technology Centre, is an inspiring development for young people wanting to pursue careers in space and science.
2. The completion of major buildings within Curtin's new Exchange precinct on the Bentley campus, including multi-storey accommodation for domestic and international students within an urban village environment, heralds an exciting new era of living, working and learning on campus.
3. The Curtin Indigenous Learning Circle – or Yarning Circle – is an important addition to Curtin's campus in Bentley and to its reconciliation journey. The outdoor venue, comprising rammed earth seating beneath a large steel canopy, provides a space for Curtin students, staff and visitors to pause, meet, reflect and yarn. It complements the opportunities provided by Curtin's Nowanup Bush Campus in the Great Southern for honouring Nyungar culture and ways of learning.



On 23 August, the Premier, the Hon Mark McGowan, and Minister for Science, the Hon Roger Cook, joined staff and students from the Space Science and Technology Centre for the countdown to the launch of their Binar-1 CubeSat into space.

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Statement of compliance

The Honourable Sue Ellery MLC
Minister for Education and Training
Level 12, Dumas House
2 Havelock Street
WEST PERTH WA 6005

Dear Minister

In accordance with section 63 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 2021.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*, and is provided pursuant to a resolution of the University's Council.

Yours sincerely



Dr Andrew Crane
Chancellor



Professor Harlene Hayne
Vice-Chancellor

On behalf of the University Council dated this 16th day of March 2022

About Curtin

Curtin University is Western Australia's largest university, with 59,939 enrolled students across its Australian and global campuses in 2021*. Of these, 20 per cent held international citizenship.

Established in 1986 and opening its doors to students in 1987, the University takes its name from John Curtin, the influential and widely respected former Prime Minister of Australia. Consistent with our namesake, Curtin 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 strive for a better future for all.

Curtin is a globally focused institution that offers a wide range of undergraduate and postgraduate courses in business, humanities, health sciences, resources, engineering and science. A culturally diverse university, Curtin fosters tolerance and encourages the development of career-ready, well-rounded individuals. A combination of first-rate resources, staff and infrastructure makes Curtin a major contributor to tertiary education, both within Australia and internationally.

Curtin has campuses in Australia, Malaysia, Singapore, Dubai and Mauritius. The University's largest campus is in the suburb of Bentley, six kilometres south of the centre of Perth, Western Australia. Curtin has four other sites in the Perth CBD, a new campus in east metropolitan Midland and a regional campus in Kalgoorlie.

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

- **Faculty of Business and Law**
 - Curtin Law School
 - School of Management and Marketing
 - School of Accounting, Economics and Finance
- **Faculty of Health Sciences**
 - Curtin Medical School
 - Curtin School of Nursing
 - Curtin School of Allied Health
 - Curtin School of Population 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**
 - The Centre for Aboriginal Studies offers a range of pathway, undergraduate, postgraduate and research programs which aim to broaden Indigenous knowledge and contribute to Aboriginal communities and their wellbeing.

Curtin is a leading research institution, known for its strength 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 applied focus, with many involving work experience components. As a result, Curtin graduates are seen as highly desirable by employers, with skills that enable them to be successful and make a genuine and positive contribution 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

*The total number of enrolled students includes those studying in non-award Open Universities Australia programs.

Curtin locations



Perth

Kent Street, BENTLEY WA 6102

Postal address:
GPO Box U1987, PERTH WA 6845
curtin.edu.au



Perth city

Graduate School of Business
78 Murray Street, PERTH WA 6000



Curtin Law School
57 Murray Street, PERTH WA 6000



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
curtin.edu.sg

(Note: Curtin Singapore is moving to a new campus location in the first half of 2022. It will be housed in the Alpha building within the country's Science Park 2 precinct.)



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



After almost two full years of coping with the COVID-19 pandemic, it is no surprise that the virus continues to dominate our thoughts and reflections.

Curtin managed the ongoing challenges posed by COVID in 2021 thanks to the calm, experienced and respected leadership of our interim vice-chancellor, Professor John Cordery, and our new vice-chancellor, Professor Harlene Hayne, who joined us in April.

Professor Hayne quickly settled into her new role, building strong and meaningful relationships with government, industry and the community. She has acquired a deep understanding of the University's teaching and research and kept a keen focus on ensuring all our students enjoy a world-class educational experience. Unfortunately, COVID has prevented her from visiting our global campuses, but we are hoping that she will be able to do so during 2022.

Through reductions in discretionary and capital expenditure, and redundancies towards the end of 2020, Curtin was able to significantly reduce its net operating loss from \$52 million to \$1.1 million, enabling us to start 2021 in a more sustainable financial position. I want to recognise the considerable efforts and understanding of Curtin staff in achieving such a critical and timely outcome.

While we fared better than many universities in the eastern states in terms of COVID disruptions and financial imposts, 2021 was nevertheless a demanding year and I applaud the tenacity of the Curtin community in keeping our Western Australian operations as functional as possible. It was a much tougher year for some of our global campuses, where

difficult COVID landscapes necessitated significant day-to-day restrictions for staff and students. Our campus in Malaysia, for example, was closed for most of the year, with the requirement for all teaching to be conducted online.

We have certainly missed the rich contribution that onshore international students make to the campus mix and look forward to being able to welcome them back to our shores. I commend the loyalty and resilience of those students who have continued their studies online with Curtin from different locations around the world, as we have all waited patiently for international travel to resume.

Key Council considerations

The University Council met seven times during 2021 and, in addition to monitoring Curtin's ongoing response to COVID, some of the key matters it considered included:

- Approval of the project to develop Curtin's new strategic plan which will focus the University's core strengths on a clear, common purpose. Such clarity will ensure the University continues to grow and lead in its teaching and research and student experience and in making a positive difference to the communities in which we operate.
- Approval of the contract for the refurbishment of the TL Robertson Library, which will create more than 2,000sqm of additional usable floor space and excellent new services and amenity for our students and this much-used facility.

- Approval of the Digital Platform project which will provide a cloud-based data centre for delivering enhanced digital experiences for students and staff.
- Approval of the contracts necessary to enable the relocation of the Curtin Singapore campus to an exciting new campus location in 2022, alongside the National University of Singapore, the National University Hospital and Singapore's new Greater Southern Waterfront development.
- Review and approval of Curtin's Modern Slavery Statement, which describes the University's approach to reducing the risk of modern slavery in its supply chain, as required under the Australian Government's Modern Slavery Act.
- Review and adoption of the Vice-Chancellor and Senior Staff Remuneration Code, developed by the University Chancellors' Council. This code, created in response to increased public scrutiny around the appropriateness and transparency of remuneration arrangements for vice-chancellors and senior university staff, will see the clear reporting and benchmarking of this information on an annual basis.

Council also received updates on the performance of various University operations and faculties to help inform its role in shaping the strategic direction of the University. These included presentations from three of the four faculties, the Kalgoorlie Campus, and updates on research, global positioning, and student learning and experience.

Council warmly welcomed the following new members in 2021, in addition to the new Vice-Chancellor: graduate members Kim Gibson and Dr Samantha Hall, academic staff member Professor Julia Richardson and undergraduate student Jeremy Ash. We also farewelled undergraduate student member Chris Hall and the Acting Vice-Chancellor, Professor John Cordery. Council is sincerely grateful for Professor Cordery's critical role in leading the University through the challenges of the early part of 2021 and ensuring such a productive and positive start for our incoming vice-chancellor.

I also thank all Council members for their time and expertise, and for ensuring good governance in the work of the Council and its sub-committees, so important to the University's operations as a whole.

Looking forward

This is my sixth year serving on Council, and my third as Chancellor. I continue to be enormously impressed by the quality of the University's offerings, and the practical difference it makes to the lives of so many people.

Curtin once again rated ninth nationally across a number of global rankings and, as assessed by the most recent Good Universities Guide, outranked all other WA public universities in Western Australia for graduate outcomes in full-time employment and starting salary. Our reputation for being a practical, industry-focused university – forged in Curtin's earliest days as the Western Australian Institute of Technology – continues unabated, and our focus on innovation sees us constantly treading new ground.

It was a particular privilege as Chancellor to see the first 51 students from the Curtin Medical School graduate, offering a new breed of highly skilled doctors trained to work in underserved health areas, including primary and regional health care. Since the medical school opened in 2017, it has quickly become a school of choice for aspiring medical practitioners. According to the Good Universities Guide, students have consistently rated it number one in Australia in its field for overall experience. This is an incredible achievement in a very short period of time. I have no doubt the school is set to provide a significant boost to our health workforce and to the provision of competent and compassionate care across a range of healthcare settings.

We were also very excited to see our new Exchange precinct at the northern end of our Perth campus nearing completion, following two years of continuous construction work. This major development incorporates new student accommodation, short-stay apartments, a boutique hotel, restaurant and retail facilities, as well as new spaces for industry to work collaboratively with Curtin.

This is a unique combination of facilities and the first of its kind for a Western Australian university, offering wonderful new opportunities for the community to engage with us. We are all looking forward to the opening of Exchange in the first half of 2022, and to an exciting new era of students living and learning in the heart of our campus.

Dr Andrew Crane
Chancellor

About the Chancellor

Dr Andrew Crane has served on Curtin's governing body, University Council, since 1 April 2015 – initially as a member appointed by the Governor, and then as Chancellor since 1 January 2019. He has held executive positions in marketing, trading, manufacturing, strategy and business development and was most recently the CEO of the CBH Group. He holds a Bachelor of Science in Environmental Studies, a PhD in Remote Sensing of Agriculture and is a Fellow of the Australian Institute of Directors. In 2020, University Council elected Dr Crane to continue in the position of Chancellor for another three years, following the expiry of his first term of office on 31 March 2021.

Vice-Chancellor's report



I have had a wonderful introduction to Curtin University, and to Western Australia, since taking up the role of vice-chancellor in April.

The COVID pandemic prevented me from visiting Curtin prior to my appointment. I took on this leadership role sight unseen, placing my faith in the University's excellent reputation as I crossed the ditch from New Zealand. I have said many times that I feel like someone has handed me a beautifully wrapped gift; each day I remove another layer of paper and discover something wonderful inside.

As I have learned more about Curtin, I have been particularly impressed by its strong values-based culture, its long history of close engagement with industry and its very impressive graduate outcomes, in terms of both employment rates and starting salaries. Curtin obviously prepares its students exceptionally well for the job market.

Curtin's campus in Bentley is a delight and I have thoroughly enjoyed my visits to our campus in Kalgoorlie, long-known for its excellent support of the resources sector and now expanding to meet other important community needs. The addition of a rural health campus at Kalgoorlie this year, complete with a simulated clinical hospital ward, will provide medical and health science students with fantastic opportunities to gain training in a rural setting and to explore the possibilities of working beyond the city limits.

I am also very impressed by Curtin's significant global footprint. Its four global campuses, located around the Indian Ocean rim, are doing much to expand the University's reach and reputation and, when travel allows, will once again provide wonderful opportunities for staff and student exchange. I look forward to getting to know these important members of the Curtin family – who have weathered some very difficult COVID storms this year – when international travel is possible.

Western Australia has, by contrast, been in a pretty fortunate position throughout 2021, with low COVID case numbers and only a few short, sharp lockdowns creating relatively minor disruptions to our everyday activities. Curtin was very pleased to return its Western Australian campuses to full capacity in second semester and to welcome the community back onto campus for its Open Day at the end of May, after having to run this as a virtual event in 2020. What a joy it was to see so many people on campus, getting a first-hand taste of all that Curtin has to offer.

A ground-breaking year

The launch into orbit of Western Australia's first homegrown spacecraft, Binar-1, was an enormously proud moment for Curtin this year. Staff and students from our Space Science and Technology Centre, led by Professor Phil Bland, coded and built the spacecraft, which secured a place on a resupply mission from Cape Canaveral to the International Space Station in late August. From there, it was launched into low orbit, tasked with testing critical spacecraft systems and capturing images of the Western Australian coastline from its two on-board cameras.

The spacecraft, which is smaller in size than a shoebox, uses highly integrated design and advanced manufacturing to lower production costs and potentially provide much greater access to space for students, researchers and industry. Curtin aims to send six more satellites into space in the next year or so, with the ultimate goal of taking Western Australia to the Moon by 2025. This is an incredibly exciting project, not only giving our students an extraordinary opportunity to get hands-on experience in real space missions, but also inspiring young people to pursue careers in STEM and creating new opportunities to diversify our economy.

In September, ground-breaking Curtin-led research discovered a likely cause of Alzheimer's disease – a significant step forward in preventing and treating this second-leading cause of death in Australia. Through their testing with mouse models, Professor John Mamo and his team from the Curtin Health Innovation Research Institute have identified the probable source of the toxic protein deposits within the brain that are the hallmark feature of those living with Alzheimer's disease. This promising development, which provides opportunities to explore new drug and diet treatments, is yet another wonderful example of how our university researchers are working so hard and so cleverly to transform lives.

Curtin was also very pleased to partner with Optus during the year to launch Western Australia's first industry-university 5G lab, which will test and showcase 5G technologies available now and into the future. Some immediate areas of focus include the use of 5G connectivity to deliver remote robot interaction and

operation; remote training of vision impaired people in the use of guide dogs; remote monitoring of brain activity for epileptic events through subdural EEG recordings; and a new visual immersive platform for remote learning. The unique lab provides an on-campus space for students and staff to jointly explore how 5G technology might improve our quality of life and work. This is very exciting territory.

Our evolving campus

I feel very fortunate to have arrived at Curtin at an important moment in its development, with its Exchange precinct opening up at the start of 2022. This major construction project on our Bentley campus, offering wonderful new student accommodation facilities within an exciting urban village environment, significantly expands opportunities for students to live and learn on campus and make the most of all that university has to offer. As a vice-chancellor strongly committed to making the student experience as rich and engaging as it can be, I see this new precinct as a fantastic asset for Curtin, as well as for the community at large, and I look very forward to seeing these new facilities buzzing with life.

Similarly, I am very excited about the major upgrade of Curtin's beloved but ageing TL Robertson Library that will be ongoing throughout 2022. While we will need to relocate students to temporary library facilities while this work is undertaken, this is also going to be a fantastic asset once it is completed in early 2023. The redesign will preserve the building's iconic brutalist architecture while creating wonderful new amenities for all, including more study and social spaces, greater digital integration, upgraded building services and the addition of a light-filled central atrium. Libraries are becoming increasingly important connection hubs for the community and I know the modernisation of our library will be greatly appreciated by its many, many users.

More steps on our reconciliation journey

One of the great delights of my new role is learning more about the First Nations' people of Australia, having been immersed in Maori culture during my many years in New Zealand. I was so pleased to be able to visit Curtin's bush campus in Nowanup within the first few months of arriving to experience this landscape for myself and, most importantly, see how on-country experiences are being used to embrace the wisdom of Nyungar learning and teaching methods.

Curtin's deep commitment to reconciliation was a significant drawcard for me in taking on the vice-chancellor's role so it has been very gratifying to see a number of key positions filled by Aboriginal and Torres Strait Islander staff at Curtin this year. These include Christopher Lawrence, Dean of Indigenous Engagement in our Faculty of Science and Engineering; Michelle Broun, Curator of First Nations Art in our John Curtin Gallery; and Kathleen Toomath who, as Carrolup Manager, will help safeguard the treasured collection of artwork created by Nyungar children who were part of Australia's Stolen Generations.

Curtin was also thrilled to see medical student Daniel Curran awarded Shell Aboriginal STEM student of the year at the

Premier's Science Awards, and to launch the Moorditj Yorga (Strong Woman) Scholarship Program, supporting mature-aged Aboriginal and Torres Strait Islander women to enter and succeed at university. Fundraising is underway to further expand the reach of this program, so that many more women can fulfil their educational ambitions and create their own ripples of change.

Keep expecting the unexpected

The emergence of the Omicron variant in the last part of 2021 has clearly reminded us that the COVID pandemic is not over yet and that we can expect yet more uncertainty and disruption in our lives in 2022. Despite this, I am looking forward to my first full year as vice-chancellor of Curtin: the University finished 2021 in strong organisational shape and the demonstrated resourcefulness and resilience of our Curtin community stands us in very good stead.

We have some important tasks ahead of us, including the completion of our new strategic plan to steer our thinking and decision-making in a post-COVID world, and the start of our enterprise bargaining negotiations. We have already conducted extensive consultation with our staff in the latter part of 2021 to determine the workplace issues that are of most importance to them.

We will also continue our efforts to make the student experience as rich and rewarding as it can be – no matter where our students are studying or how much the COVID-19 virus threatens to disrupt us.

Thank you to everyone who welcomed me so warmly to Curtin and to Western Australia this year.

Professor Harlene Hayne CNZM
Vice-Chancellor

About the Vice-Chancellor

Professor Harlene Hayne commenced as Curtin Vice-Chancellor in April 2021. She was previously the vice-chancellor of the University of Otago in New Zealand. American by birth and a psychological scientist by training, she is a Fellow of the Royal Society of New Zealand and of the Association for Psychological Science. In January 2022 she was made a Companion of the New Zealand Order of Merit (CZNM), one of the country's highest accolades, for her outstanding services to health and wellbeing. This follows the awarding of the New Zealand Order of Merit to her in 2009 for services to scientific and medical research. Professor Hayne received a Bachelor of Arts from Colorado College and a Master of Science and PhD in Behavioural Neuroscience from Rutgers University. She joined the University of Otago in 1992, and in 2011 became the vice-chancellor. In 2012 she received an Honorary Doctor of Science degree from Colorado College, USA, and in 2021 she received an Honorary Doctor of Laws from the University of Otago.

COVID-19 snapshot

While COVID-19 continued to disrupt the higher education sector throughout 2021, Western Australian universities fared much better than many of their eastern states counterparts; thanks to the State's continuing low case numbers, lockdowns were few and short-lived. Although a range of precautionary measures continued to be observed, Curtin's onshore students were able to enjoy both face-to-face teaching and the energising influence of a busy campus for the best part of the year. Of course, the situation was quite different for Curtin's international students, unable to travel to WA because of ongoing border restrictions, who needed to continue studying online.

| | |
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| January | <p>Having dealt with many of its COVID-19 related financial issues in 2020 through reductions in discretionary and capital expenditure and staff redundancies, Curtin starts the year in much better financial shape than expected: savings measures in the previous year have reduced the University's anticipated net operating loss from \$52 million to \$1.1 million.</p> <p>Staff begin returning to campus after a well-earned Christmas break but are soon heading home again when, on 31 January, a case of COVID-19 community transmission in a hotel quarantine worker triggers a five-day snap lockdown for the Perth and Peel regions. All of Curtin's metropolitan campuses and venues close in response, with only essential workers able to come onto campus during this time and other staff working from home wherever possible. Some further restrictions, including mask-wearing and limited travel, are in place for a further week.</p> |
| February | <p>With community transmission effectively contained, the State welcomes back pre-lockdown conditions and Curtin staff return to campus on 15 February. Graduations planned for the first half of February on the Perth Campus are rescheduled to the second half of the month because of the uncertainties created by the snap lockdown, with ceremonies livestreamed for those now unable to attend in person. The orientation program for students (22-26 February) is delivered as a mix of in-person and virtual events, including online events and activities for international students unable to travel to Perth.</p> |
| March | <p>Curtin welcomes students onto campus for the start of first semester on 1 March, buoyed by an increase in both undergraduate and postgraduate enrolments from the previous year. As expected, however, new onshore international enrolments have declined significantly, although re-enrolments are better than expected: overall, onshore enrolments are down by approximately 320 equivalent full-time students (EFTSL).</p> <p>Curtin maintains its precautionary approach to COVID, having decided to observe the two square metre distancing rule in its venues throughout first semester even as wider COVID restrictions are relaxed. Many courses offer a mix of both online and face-to-face teaching to enable these physical distancing requirements to be maintained. However, following the State Government's announcement in mid-March that venues can return to 75 per cent capacity, the 100-person cap on lecture theatres and attendance at events is removed.</p> <p>Curtin opens its Financial Support Bursary to international students negatively impacted by COVID. A total of \$1,593,500 will be distributed to close to 1,700 students in need throughout the year.</p> |
| April | <p>Another snap lockdown of the Perth and Peel regions sees the Perth campus close from midnight on Friday 23 April until midnight on Monday 26 April, following detection of two positive COVID-19 cases in the community. For the remainder of the week, the state government directs that universities are open for online teaching only, and staff are requested to work from home wherever possible. The Health Department cancels all clinical placements, adding to the backlog of Health Sciences students who have been unable to complete their placements because of COVID-19 disruptions. This is a particular concern for students unable to graduate until these placements are completed.</p> |
| May | <p>Staff and students are able to return to campus on 1 May, although the wearing of face masks indoors is required for another week. Curtin is pleased to be able to open its doors to the community for its annual Open Day on 30 May, after having to run this event purely online in 2020. A detailed COVID-19 safety plan is developed to ensure those who visit the campus over the course of the day (almost 12,000 people) are well protected.</p> |

| | |
|------------------|--|
| June | <p>The Perth Campus is once again closed when the Perth and Peel regions begin a four-day snap lockdown on 28 June in response to another case of COVID-19 in the community. However, there are minimal disruptions to students who are now on semester break.</p> |
| July | <p>The potential outbreak is quickly contained and the majority of staff return to campus to work on 6 July, with the wearing of face masks and other restrictions in place for another week. With all remaining government restrictions lifted by 12 July, Curtin's plans to remove the two square metre for second semester and return all teaching areas to 100 per cent capacity are able to proceed. Consequently, Orientation Week for second semester (19-23 July) sees the return of students to the Perth Campus at its full capacity for the first time since February 2020.</p> <p>In line with government directions, campus venues open to the public are required to display SafeWA QR codes and provide physical contact registers; this includes Curtin's libraries, the John Curtin Gallery, the Curtin Stadium, the Mushalla and multi-faith venues.</p> |
| August | <p>The Department of Health advises that clinical placement students will in future have similar status to essential workers during lockdowns, providing important course continuity for this group. All clinical placements are reinstated, with graduating students given priority.</p> <p>SafeWA QR codes are created to help identify campus visitors (such as contractors, adjunct and associate staff and delivery personnel) in the event of a confirmed COVID-19 case, and Curtin works with the other Western Australian universities to develop a plan for dealing with a COVID-19 outbreak on one of the State's campuses, should this occur.</p> |
| September | <p>With the state government's Roll Up for WA! vaccination campaign in full swing, Curtin actively encourages staff, students and other members of the Curtin community to get vaccinated. Messages are promoted via posters across campus, on the University's digital screen network and in social media posts. The Curtin Health Service runs a series of vaccination clinics, administering more than 6,000 vaccinations in support of the state government's campaign before the end of the year.</p> |
| October | <p>The state government mandates COVID-19 vaccinations for certain persons, locations and activities, mainly applying to health care, hospital and ancillary facilities but also certain research services and clinical trials, and the mining and resources sector. Curtin provides information to staff and students potentially impacted by these new requirements.</p> |
| November | <p>On 5 November, the Western Australian Government releases its Safe Transition Plan, outlining measures to allow the State to open up to interstate and international visitors once 90 per cent of the population (12 years and older) is fully vaccinated. This raises hopes that Curtin and other WA universities will be able welcome back international students for the start of first semester in 2022.</p> <p>As part of its ongoing support for the Roll Up for WA campaign, Curtin establishes a temporary vaccination clinic at its Kalgoorlie campus.</p> |
| December | <p>The Premier announces that the State's borders will re-open on 5 February, paving the way for the return of international students to WA's shores (although in January this date will be postponed in response to the emergence of the highly transmissible Omicron variant). The University begins considering whether a vaccination mandate should be introduced on its WA campuses and venues as the best way of caring for the health and wellbeing of the Curtin community and to meet its health and safety obligations. An information paper is released to staff on 13 December and widespread consultation is undertaken, including with the Curtin Student Guild, unions and health and safety representatives, with a final decision to be made in early 2022.</p> |

Response at Curtin's global campuses

Curtin's global campuses in Malaysia, Singapore, Dubai and Mauritius continue to respond individually to the COVID-19 pandemic in 2021, in line with the government directives within those countries and jurisdictions. COVID-19 cases continue to rise dramatically in Malaysia, with the Curtin campus remaining closed throughout the year to all but essential staff and some research students, and all teaching offered online. The campus is, however, used to host a mass vaccination hub for the local community in the second half of the year, with up to 2,000 vaccinations delivered daily. Curtin's other campuses are subject to occasional spikes in cases but manage to offer at least some face-to-face teaching throughout the course of the year, albeit with strict precautionary measures in place. Mandatory vaccinations for students are introduced in Dubai during the year, and are also introduced for higher education institutions by the government of Mauritius.

External honours and recognition

Recognition for Curtin staff

Awards and fellowships

- Three Curtin University researchers were recognised in the Western Australian Young Tall Poppy Science Awards for their research achievements and enthusiasm as ambassadors for science outreach and communication: planetary scientist **Dr Eleanor Sansom** from Curtin's Space Science and Technology Centre; analytical chemist **Dr Mark Hackett** from Curtin's School of Molecular and Life Sciences; and marketing and consumer psychology researcher **Dr Billy Sung** from Curtin's School of Management and Marketing.
- Curtin science outreach program **FIRST LEGO League WA**, headed by Tim Keely, was named the **Chevron Science Engagement Initiative of the Year** at the 2021 Premier's Science Awards in recognition of its work to engage children in tackling STEM problems.
- **John Curtin Distinguished Professor Kliti Grice** was awarded a prestigious **Australian Laureate Fellowship**, one of 17 Australian Research Council Laureate Fellowships awarded nationally, with Curtin the only Western Australian university on the list. Professor Grice will receive almost \$3 million over five years for her international research project, which will uncover the hidden record of our planet's past and the life it supported through the examination of microscopic soft tissue samples left in fossils.
- **The Future of Work Institute Work Systems Design team** was a finalist in the 2021 Australian Museum Eureka Prizes for their innovative research into strategies to assure the endurance and performance of crew aboard the Royal Australian Navy's high-tech new Attack Class Submarines. The team was nominated for the 2021 Department of Defence Eureka Prize for Outstanding Science in Safeguarding Australia.



Eureka Prize nominees from the Future of Work Institute (from left) Katrina Hosszu, Dr Michael David Wilson, Dr Luke Strickland, John Curtin Distinguished Professor Sharon Parker, Alex Boeing, John Curtin Distinguished Professor Mark Griffin, Associate Professor Karina Jorritsma and Belinda Cham.

- Seven Curtin researchers were named among the world's best in the latest edition of the **Clarivate Analytics Highly Cited Researchers List**, released by Web of Science: **Professor Peter Gething**, The Kerry M Stokes AC Chair of Child Health, also from the Telethon Kids Institute; **Professor Nick Golding**, from Curtin's School of Population Health and the Telethon Kids Institute; **John Curtin Distinguished Professor Zongping Shao** from Curtin's WA School of Mines: Minerals, Energy and Chemical Engineering; **John Curtin Distinguished Professor Moses Tade** from Curtin's WA School of Mines: Minerals, Energy and Chemical Engineering; **John Curtin Distinguished Professor Simon Wilde** from Curtin's School of Earth and Planetary Sciences; **John Curtin Distinguished Professor Yong Wu** from Curtin's School of Electrical Engineering, Computing and Mathematical Sciences; and **Research Associate Frank Arfuso** from the Curtin Health Innovation Research Institute.
- **Dr Mengbin (Ben) Ye** from the School of Electrical Engineering, Computing and Mathematical Sciences was appointed as a **Premier's Early to Mid-Career Fellow**. He will receive funding of \$1.03 million from the WA government and the University for his research that will focus on the mathematical modelling of opinion formation and collective decision-making in complex social networks.
- **Associate Professor Toni Dobinson** from the School of Education and **Associate Professor Billy Sung** from the School of Management and Marketing were both recipients of **Australian Awards for University Teaching**, receiving Citations for Outstanding Contributions to Student Learning.
- **Professor Peter McEvoy**, Professor of Clinical Psychology within the School of Population Health, received the **2021 Distinguished Career Award from the Australian Association for Cognitive and Behaviour Therapy**, recognising his significant contribution to the field.
- **Associate Professor Debbie Silvester-Dean** from the School of Molecular and Life Sciences was awarded the **Le Fèvre Medal for Research in Chemistry** by the Australian Academy of Science. Her work has helped to develop tiny sensors that detect when people are exposed to toxic substances. She also was awarded the **Royal Society of Chemistry's 2021 Emerging Investigator Lectureship**, allowing her to showcase her work on the electrochemical detection of gases and explosives, and won three awards at the **Women in Technology WA Awards**, including the overall First Among Equals award.
- **Dr Marilyn Metta** from Curtin's Centre for Human Rights Education has been named one of ten **2021 Westpac Social Change Fellows** for her **Feeling Safe and Free** initiative that creates safe spaces for young people to engage in conversations about challenging but important issues around sex, sexual harassment, consent, coercive control and safe relationships.

- **John Curtin Distinguished Professor Boris Gurevich** from the Western Australian School of Mines: Minerals, Energy and Chemical Engineering was presented with the **Reginald Fessenden Award from The Society of Exploration Geophysicists**. This international award recognises his major contributions to exploration geophysics over several decades.
- **Associate Professor Cathryn Trott** from the School of Electrical Engineering, Computing and Mathematical Sciences and the International Centre for Radio Astronomy Research was awarded the **Nancy Mills Medal for Women in Science** by the Australian Academy of Science. Her research involves using low frequency radio telescopes to hunt for signals from the early universe.



Associate Professor Cathryn Trott, awarded the Nancy Mills Medal for Women in Science.

- **2020 Higher Education Research and Development Society of Australia awards** were awarded to: **Jane Coffey**, Senior Lecturer, School of Management and Marketing (in the category of Heroes of higher education); and **Nicole Crawford**, Senior Research Fellow, School of Management and Marketing (in the category of Reviewers of the Year).
- **Dr Garth Kendall** (School of Nursing) won the research award at the **2020 WA Nursing and Midwifery Excellence Awards**, while **Adjunct Professor Gavin Leslie** received the lifetime achievement honour.
- **Associate Professor Khoa Do** from the School of Design and the Built Environment and Deputy Chair of the Curtin Academy, was nominated by his international peers for the prestigious **Global Forum for Education and Learning Award** in the category of Excellence in Education.
- The **Curtin Compliance Services team** was presented with the **Association for Tertiary Education Management Award for Excellence in Policy and Governance**. ATEM is the pre-eminent professional body in Australasia for tertiary education administrators and managers.
- **Dr Brenton von Takach** was awarded a **Prospect Fellowship by the Forrest Research Foundation** to conduct research at Curtin's School of Molecular and Life Sciences

into the genomic and ecological consequences of declining vertebrate species due to habitat degradation, invasive species, land clearing and climate change.

- **The Carrolup Centre for Truth-telling** received two **silver awards at the Council for Advancement and Support of Education conference**, recognised in the Fundraising and Diversity and Talent Management categories.
- Curtin, in partnership with mining technology company Mining and Process Solutions, has won the **Clean-Tech category in the global Extreme Tech Challenge** for its metal extraction processes that utilise the amino acid, glycine. The technology has the potential to reduce the mining industry's reliance on toxic and expensive chemicals. **Professor Jacques Eksteen and Dr Elsayed Oraby**, both from the Western Australian School of Mines, discovered glycine leaching of metals.
- **MissionsConnect**, a partnership between Curtin and the Aboriginal-led organisation Bringing Them Home WA, won the Merit Award in the Social Impact category at the **WA INCITE Awards** as well as the **2021 Western Australian Heritage Award** in the interpretation project category. MissionsConnect is the first immersive technological tool of its kind in Australia, presenting the lived experiences of Stolen Generations survivors during their time in-care at church/state-run missions via virtual reality reconstruction.
- **Renae Sayers**, Deputy Director of the Space Science and Technology Centre in the Faculty of Science and Engineering, has been named as a finalist in the field of space for the **American Chamber of Commerce in Australia's (AmCham) inaugural Alliance Gala Awards**. The AmCham awards honour pathfinders in key industries that are actively strengthening the links between Australia and the United States.
- **Dr Sally Murphy**, lecturer in the School of Education, was recognised in the **Children's Book Council Children's Book of the Year Awards**. Her novel *Worse Things* was named an Honour Book in the Younger Readers category.
- **Professor Rhonda Oliver** from the School of Education, along with her colleague Dr Marnee Shay from the University of Queensland, was awarded a **2021 Educational Publishing Award** in the category of Tertiary Teaching and Learning Resource – Print for their book *Indigenous Education in Australia: Learning and Teaching for Deadly Futures*.
- **Annette Morgan**, lecturer and Director of the Curtin Tax Clinic (CTC) has won **The Tax Adviser RESPECT Award – Corporate: Academia**. The CTC assists unrepresented taxpayers in meeting or complying with their taxation affairs and is the first pro-bono taxation clinic in Australia. The federal government has expanded the program nationally, modelled on its success.
- **Dr Leo Ng** from the School of Allied Health won the **2021 Curtin University Aspire Award** for his development of Research Screener, an app which uses artificial intelligence to help dissect research articles. The \$5,000 scholarship, funded each year by Business Events Perth, assists a Curtin

staff member to further their professional development through attendance at an international conference in their field of endeavour.

- **Dr Glynn Greensmith** from Curtin's School of Media, Creative Arts and Social Inquiry won the [Headline Journalism Prize](#) at the [2021 WA Media Awards](#) for his editing work on the Curtin Journalism student news website, Western Independent.
- **Vanessa Corunna**, Associate Lecturer at the Centre for Aboriginal Studies, won an [Ecological Society of Australia Bush Heritage Award](#) for demonstrating outstanding Indigenous-led science. Vanessa was awarded for her presentation 'Reconnecting to River research on Wadjuk Noongar Boodja with Traditional Owners'.
- **Adjunct Professor Peter Teunissen** from the Faculty of Science and Engineering was awarded the [2021 CAS President's International Fellowship for Distinguished Scientists](#) by the Chinese Academy of Science and the [2022 Vening Meinesz Medal](#) for his fundamental contributions to Geodesy by the European Geosciences Union.
- Curtin's **Change is Here** campaign, coordinated by University Marketing, was named [Best Marketing Campaign](#) at Universities Australia's Marketing, Communications and Development Awards. The campaign also won the [WA Australian Marketing Institute \(AMI\) award for Creativity in Brand, Product or Service Marketing](#) and was a finalist in the Australian Effie awards, the most prestigious awards in the Australian marketing communications industry.
- **Theodora Issa** and **Tomayess Issa**, from the Faculty of Business and Law, were Highly Commended for their unit Green Information Technology and Sustainability at the [2021 Green Gown Awards Australasia](#).
- The following staff were named among the country's top researchers in [The Australian's 2021 Research](#) magazine for their outstanding contributions: **Adjunct Professor Peter Teunissen** from the Faculty of Science and Engineering was named Australia's top researcher in two fields (geophysics and radar, positioning and navigation) while **Dr Sender Dovchin** from the Faculty of Humanities was named the top researcher in language and linguistics. **Dr Mingming Chen** from the Faculty of Business and Law and **Associate Professor Crystal Abidin** from the Faculty of Humanities were both named as Top 40 early career researchers while **Professor Sharon Parker** from the Faculty of Business and Law, **Professor Barry Fraser** from the Faculty of Humanities, **Dr Hussein Mohammed** from the Faculty of Science and Engineering and **Professor Peter Gething** from the Faculty of Health Sciences were all named as Top 40 lifetime achievers in research.

Expert advisory appointments

- **Emeritus Professor Colin Binns AO** was appointed to the [NHMRC Australian Dietary Guidelines Expert Committee](#), which will be advising on the review of the 2013 Australian Dietary Guidelines. Professor Binns has been involved in all iterations of these guidelines since they were first released in 1982 and has supported countries in the Asia-Pacific region to develop their own national dietary guidelines.

- **John Curtin Distinguished Professor Kingsley Dixon** was appointed the [Global Board Chair of the Society for Restoration Ecology](#), the peak body for linking and coordinating global efforts to restore forests, woodlands, oceans, streams and rivers. He was also one of 25 new Fellows elected to the Academy of Technology and Engineering in 2020.
- **Professor Chris Moran**, Deputy Vice-Chancellor Research, was appointed to the [Australian Research Council \(ARC\) Advisory Council](#) which provides valuable advice on many important strategic and policy issues faced by the ARC and the Australian research sector.
- **Professor Sandra Eades**, Dean and Head of Curtin Medical School, was appointed co-lead of the newly established [National Network for First Nations Researchers](#), established with the goal of supporting and developing the next generation of First Nations research leaders.
- **John Curtin Distinguished Emeritus Professor Brian Evans**, who is internationally recognised for his research in geophysical seismic methods and petroleum engineering, was elected to the [Australian Research Council College of Experts for 2020-21](#).
- **Jane King**, Gallery Manager at the John Curtin Gallery, was elected to the [National Council of The Australian Museums and Galleries Association](#), the peak body for museums and galleries nationally - the first time in many years that a representative from Western Australia has been elected to the Council.
- **John Curtin Distinguished Professor Vishnu Pareek**, Curtin's Dean of Engineering, was named President for the [Australian Council for Engineering Deans](#) for a period of two years.
- **Professor Stephen van Leeuwen**, BHP Curtin Indigenous Chair, Biodiversity and Environmental Science, was appointed to the [Advisory Board of Atlas of Living Australia](#), a collaborative, digital, open infrastructure that pulls together Australian biodiversity data from multiple sources.
- **Professor Jaya Dantas**, Dean International Faculty of Health Sciences, was selected to be on the [Women in Global Health, Australia – Global Gender Equality in Health Leadership Committee](#).
- **Professor Tama Leaver** from the School of Media, Creative Arts and Social Inquiry was elected [President of the Association of Internet Researchers](#) for 2021 – 2023.
- **Professor Melinda Fitzgerald**, Professor of Neurotrauma, Dean of Research, Faculty of Health Sciences, was elected to the Executive Committee of the second iteration of the [International Initiative for Traumatic Brain Injury Research](#).
- **Dr Bernadette Bradley** from Health and Safety has been elected [Vice President of the Association of Biosafety for Australia and New Zealand](#).

Recognition for Curtin students and alumni

- Two Curtin students were named winners at the [2021 Premier's Science Awards](#). Theoretical physics PhD candidate **Liam Scarlett** was named a joint winner of the [ExxonMobile Student Scientist of the Year](#) for his work in developing a theory and a suite of computer programs to produce the most detailed database of electron-molecule reaction probabilities to date, which was used by scientists working on the International Thermonuclear Experimental Reactor. Third-year Curtin Medical School student **Daniel Curran** was awarded the [Shell Aboriginal STEM Student of the Year](#) for his commitment to closing the gap, including in his role as the first Aboriginal tutor in Curtin's Indigenous Tutorial Assistance Scheme.
- Bachelor of Commerce student **Nicholas Bong** and Bachelor of Science student **Elizabeth Stinton** were selected for the [New Colombo Plan Scholarship](#) program which aims to build knowledge of the Indo-Pacific in Australia by supporting undergraduates to study and undertake internships in the region.
- Two early career researchers, both Curtin alumni, were awarded prestigious [Forrest PhD Scholarships](#) to study at Curtin in 2020: **Liyuwork Mitiku Dana** joined Curtin's School of Population Health to study household food insecurity and food stress; and **Tyrone O'Doherty** joined the Curtin node of the International Centre for Radio Astronomy Research to learn more about black holes in our galaxy and the origins of X-ray binary systems.



Honours Law student Emma Garlett was awarded the 2021 Neville Bonner Memorial Scholarship and was also selected as the 2021 Wesfarmers John Monash Scholar.

- **Emma Garlett**, Honours Law student in the Faculty of Business and Law, was awarded the [2021 Neville Bonner Memorial Scholarship](#) from the Australian National University. This prestigious scholarship supports Indigenous Australians to study Honours in Political Science (or related subjects) at any recognised Australian university. She has also been selected as the [2021 Wesfarmers John Monash Scholar](#), studying law and business at Oxford University where her focus will be on integrating Traditional Owner rights and interests in mining strategy decisions.

- The artwork of **Ilona McGuire**, a Fine Arts student and Noongar artist, was featured at the [Fremantle Biennale Moombaki](#), a choreographed drone light show, re-created the first stories of Whadjuk Nyoongar Country for the community to experience.
- Bachelor of Commerce students **Nicholas Bong** and **Liam Donaldson** were recognised as some of Australia's top future graduate talents through the [GradConnection and Australian Financial Review competition](#). Nicholas (a New Colombo Plan Scholarship recipient) was also awarded first place in his category, the [Chartered Accountants ANZ Accounting Award](#).
- A short animated film, *The Quiet*, by recent Screen Arts and Marketing graduate **Radheya Jegatheva** was included on the longlist for an Academy Award nomination at the 93rd Academy Awards. The film – which he wrote, directed, animated, edited and composed – has already won 90 awards and has been screened at 10 Academy Award qualifying festivals.
- Curtin alumnus **David Gribble** was recognised among global business leaders as an industry innovator and inspiration for future leaders. David, who is CEO of the Constable Care Foundation and Deputy Chair of the MBA and Executive Education Advisory Panel in Curtin's Faculty of Business and Law, was named in the [2021 Class of Influential Leaders by AACSB International](#).
- **Melissa Márquez**, PhD student in the School of Molecular and Life Sciences, was named in the [Forbes 30 under 30](#) list.
- A number of Curtin graduates were recognised at the [Western Australian 40under40 Awards](#), celebrating Western Australia's top young business talent across a range of sectors. Health Sciences graduate and Curtin staff member **Dr Kyla Smith**, founder of Mealtime Enterprises, won the Murdoch University People's Choice award and Commerce graduate **Neale Crawford** of Recharge Petroleum was the winner in the Large Business Category. Other Curtin graduates recognised were: **Aaron Teo** (AVID Group); **Brendan Parker** (Advanced Mining Production Systems & LiveMine Solutions); **Brittany Garbut** (Pretzel Australia); **Cameron Scadding** (TSW Global Group); **Erin Studsor** (Traffic Force); **Justin Linney** (Linneys); **Kate Kirwin** (SheCodes); and **Melissa Strutt** (Roobix).
- PhD student **Diego Holanda Pereira de Souza** from the School of Electrical Engineering, Computing and Mathematical Sciences won the Universities Australia Award at the [Pitch It Clever competition](#) – an annual competition that challenges researchers to communicate their research via video to lay audiences. Diego won for his pitch on safer, cheaper and longer-lasting batteries.
- The following alumni were recognised at the [WA Nursing and Midwifery Excellence Awards](#): **Professor Rhonda Marriott AM** (Lifetime Achievement Honour); **Lisa Burt** (Graduate Midwife of the Year); and **Jacob Brown** (Excellence in Enrolled Nursing award).

- Four Curtin students were awarded prestigious [Global Voices scholarships](#) in 2021: **Rachel Ryan** (Masters of Sustainability and Climate Policy); **Niamh Wilkins** (Bachelor of Law and Bachelor of Commerce [Marketing]); **Alexander Jayasuria** (Bachelor of Commerce [Economics]); and **Elise Christou** (Bachelor of Laws Honours). Global Voices is a not-for-profit organisation that is committed to nurturing the next generation of Australian leaders by providing practical experience in foreign policy and international relations.
- The **WA School of Mines' Society of Petroleum Engineers (SPE) Student Chapter** was awarded the [Student Chapter Excellence Award for 2021](#). This prestigious award is the second highest honour a student chapter can receive from the SPE and is awarded to only 20 per cent of student chapters around the world. The award was in recognition of the Chapter's programs in industry engagement, operations and planning, community involvement, professional development and innovation.
- Honours student **Alexander Von Perger**, from the Faculty of Science and Engineering, was awarded the [Peter Fillery undergraduate prize at the WA INCITE Awards](#).
- Fourteen Curtin students competed in the [Australian Olympic Team](#) at Tokyo in the sports of hockey, sailing, water polo, artistic swimming and football.
- Two Curtin students won medals at this year's [Paralympics](#): **Robyn Lambird**, an undergraduate Digital and Social Media student, won bronze in the Women's 100m T34 Athletics; and **Ben Popham**, an undergraduate Journalism and Public Relations student, won gold in the Men's 100m Freestyle S8 and gold in the Men's 4x100m Freestyle Relay 34 Points.
- Photography Honours student **Claudia Caporn** received a \$25,000 grant from the [Munderoo Foundation Artist Fund](#) for her photography project, *Western Australian Women of the Land*, showcasing the work of women in agriculture.
- Curtin Fine Arts student **Lily Kellahan** won the [Pulse Perspectives Act-Belong-Commit People's Choice Award](#) for her artwork titled *Impressionable* which highlights privilege and prejudice. The artwork was on display at this year's Pulse Perspectives exhibition at the Art Gallery of WA.
- PhD student **Kathryn Ross** from the International Centre for Radio Astronomy Research was appointed as a [2021 Sydney Observatory Astronomy Ambassador](#). Kathryn will work with the Sydney Observatory to develop a portfolio of science programs, livestreams and learning programs that will engage students and audiences with astronomy and the history of women in astrophysics.
- PhD student **Andrea Stephenson** from the School of Pharmacy and Biomedical Sciences won the [2021 Curtin 3 Minute Thesis \(3MT\) competition](#) for her presentation, *Goldilocks and the hunt for the optimal vitamin D dose, for a healthy brain and healthy mind!* and will represent Curtin at the Asia-Pacific virtual competition.
- Three student teams won awards at the [2021 Fleetwood Challenge Cup](#), the national design competition for Architectural, Engineering and Construction Management students. The students were challenged to produce innovative solutions to address the global issue of adaptive re-use and the need to make use of empty buildings.
- Health Sciences graduate **Marija Clark** was named [National Social Worker of the Year at the Allied Health Awards](#). Marija has spent her working life at VisAbility supporting people with low and no vision and has been instrumental in setting up a service at the Lions Eye Institute to refer people who are newly diagnosed with vision loss to VisAbility.
- Two Exercise Physiology students were recognised at the annual [2021 Exercise and Sports Science Australia WA Student Presentation night](#): **Alex Montauban** was awarded overall winner for his presentation: *Navigating the complexities of Chronic Fatigue Syndrome with Exercise: A Case Study*, while **Liam Ferguson** was awarded second place for his presentation: *Navigating two injuries on the road to Monkey Mia*.
- Master of Psychology (Counselling Psychology) graduate **Anna James** was awarded the [Australian Psychological Society College of Counselling Psychologists Susanna Richardson Award](#) for her thesis on healthy eating decisions and links to mental health and wellbeing.
- PhD (Psychology) student and sessional staff member **Matty Phillips** was named [Overall Best Presenter of the Conference at the 4th International Conference on Gender and Sexuality](#) for his presentation *A woman like me: Exploring women's academic identity in Australian higher education using Foucauldian discourse analysis*.
- Elkia Szczecinski**, chemistry honours student from the School of Molecular and Life Sciences, won the [Student Water Prize from the Australian Water Association](#) for her research on the management of drinking water production.
- Graduates **Dr Vanessa Rauland** and **Kathleen Butler** were named [2021 Tech \[+\]](#) 20 Award Winners at the [Women in Technology WA Awards](#).

Order of Australia Awards

Companion (AC) in the General Division

- John Curtin Distinguished Emeritus Professor Colin Binns**, for distinguished service to medical research, to tertiary education, to public health policy and human nutrition.

Officer of the Order of Australia (AO)

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

- Dr Vanessa Guthrie** (Curtin's Pro Chancellor) for distinguished service to the minerals and resources sector, and as a role model for women in business.
- Emeritus Professor Baden Offord** (former staff member) for distinguished service to tertiary education in the field of human rights, social justice, and cultural diversity.
- Dr Ann O'Neill** (graduate and John Curtin Medallist) for distinguished service to the community through support for people affected by family and domestic violence.
- Mr Warwick Hemsley** (graduate) for distinguished service to the arts, to the community, and to the residential development sector.

Member of the Order of Australia (AM)

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

- Dr Brenda Hamlett** (graduate) for significant service to youth through Guides.
- Mr Basil Hanna** (graduate) for significant service to children and families through a range of roles.
- Professor Tele Tan** (current staff member) for significant service to information and communications technology, and to people on the autism spectrum.
- Dr Tracy Westerman** (graduate and Alumni Lifetime Achievement Award recipient) for significant service to the Indigenous community in mental health and suicide prevention.
- Mr Marcus Canning** (John Curtin Gallery Advisory Board member) for significant service to the arts, and to the community of Perth.
- Mrs Marion Fulker** (graduate) for significant service to urban planning and infrastructure development.
- Emeritus Professor Deborah Clayton** (graduate) for significant service to tertiary education, and to international study programs.
- Mr Craig Smith-Gander** (graduate) for significant service to surf lifesaving, to transport logistics, and to the community.

Medal of the Order of Australia (OAM)

For service worthy of particular recognition

- Mr John Barrett-Lennard** (former staff member) for service to art museum management and curatorial practice.
- Dr Patricia Elizabeth Canning** (graduate) for service to the community, to nursing, and to aged care.
- Ms Elsie May Penny** (graduate) for service to Indigenous community health.
- Mr Jamie Malcolm Wallis** (graduate) for service to the mining sector, and to railway heritage.
- Mx Misty Farquhar** (current staff member) for service to the LGBTQI community.
- Mr Colin Cala** (graduate) for service to local government, and to the community of South Perth.
- Mrs Roberta Chapman** (graduate) for service to primary education.
- Dr Brian Gordon** (graduate) for service to the community through a range of roles.
- Dr Edith Khangure** (graduate and former staff member) for service to community history.
- Mr Marko Martinovich** (graduate) for service to public administration.
- Ms Margaret McIntyre** (graduate) for service to community health.
- Mr Lincoln Hart** (graduate) for service to the tourism industry.

Public Service Medal

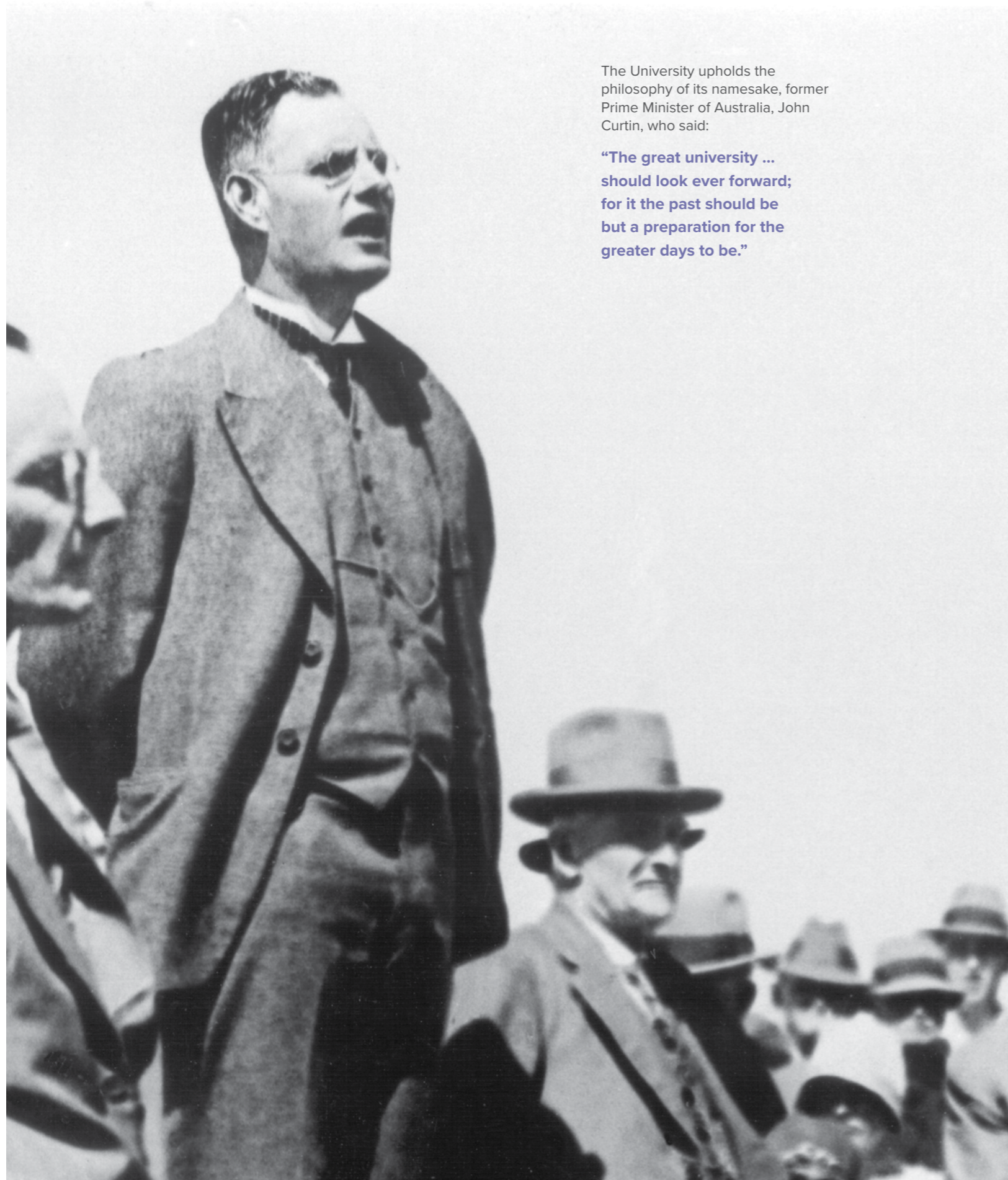
- Ms Kaylene Gulich** (graduate) for outstanding public service to Western Australia through a range of roles.

Conspicuous Service Medal (CSM)

- Squadron Leader Steven Brady** (graduate) for outstanding achievement in establishing the F-35 Joint Strike Fighter mission data development capability for the Australian Defence Force.
- Lieutenant Commander Ashleigh Payne Ran** (graduate) for outstanding achievement as Commanding Officer HMAS Bathurst.

Emergency Services Medal

- Mr Allen John Gale** (graduate) for his outstanding support and leadership for the SES and educating the community and stakeholders about hazard preparedness.



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

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 includes 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 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 maintaining our position in international university rankings. We will seek to retain our areas of strength, at the same time 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 our 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 Curtin Exchange Precinct development will play a critical role in bringing education, industry and community together to further intensify our linkages and act as a catalyst for innovation and progress.

Mission

Transform lives and communities through education and research.

2022 positioning

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

Curtin values

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

Strategic Plan 2017-2022: delivering excellence

The University is guided by a strong strategic positioning statement, which states that as Curtin heads toward 2022, it will position itself as a leading global university, ensuring that we:

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

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

The annual 'Plan on a Page' is developed each year providing a list of Curtin's priorities for that calendar year. Planning with a large number of faculties, schools and areas has been undertaken, ensuring alignment of activities across all levels of the University.

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 Strategic Objectives

1. Deliver a global and distinctive learning experience, in partnership with our students and enabled by our digital platforms.
2. Enhance postgraduate programs in response to the changing nature of work and careers.
3. Embed innovative curriculum design and new learning and teaching approaches.
4. Attract and retain a diverse student community.



Research and Innovation Strategic Objectives

1. Focus existing research strengths and grow the emerging areas that are aligned with government and industry priorities.
2. Demonstrate a strong evidence-based research performance culture.
3. Enhance the research capability and capacity of our global campuses.
4. Strengthen our position in commercialisation and foster entrepreneurship.
5. Develop a finance model that supports delivery of balanced researcher-led and demand-driven research.



Engagement and Impact Strategic Objectives

1. Develop a broad sustainability strategy.
2. Support development in regional Western Australia.
3. Strengthen our profile as an industry-facing and industry-embedded university.
4. Intensify alumni engagement to facilitate life-long connections.
5. Build global advancement capability and increase philanthropic support.



People and Culture Strategic Objectives

1. Leverage a global, collaborative and connected workforce.
2. Empower staff at all levels to lead, innovate and be accountable for delivering excellence.
3. Strengthen values-based leadership and intensify our focus on safety and wellbeing.
4. Increase Aboriginal participation and the inclusion of all genders, abilities and ethnicities.



Global Positioning Strategic Objectives

1. Strengthen our global network of campuses.
2. Expand our global presence and capacity through digital engagement, and increase student and staff mobility.
3. Increase global demand for our courses.
4. Grow international research collaborations.



Sustainable Future Strategic Objectives

1. Embed a sustainable business model, diversifying our revenue base and aligning resource allocation with strategy.
2. Provide capital and digital infrastructure that supports our strategic ambitions across all campuses and platforms.
3. Deepen our commitment to environmental sustainability within all of our operations.
4. Embrace the benefits of change and foster a culture of continuous improvement.

Report on performance



Strategic theme 1: Learning and student experience

Lead in educational innovation and prepare graduates for the future



The annual Curtin Razor event showcases the major projects of final year screen arts students to industry professionals and special guests. The event was held at the Heath Ledger Theatre this year.

Curtin will:

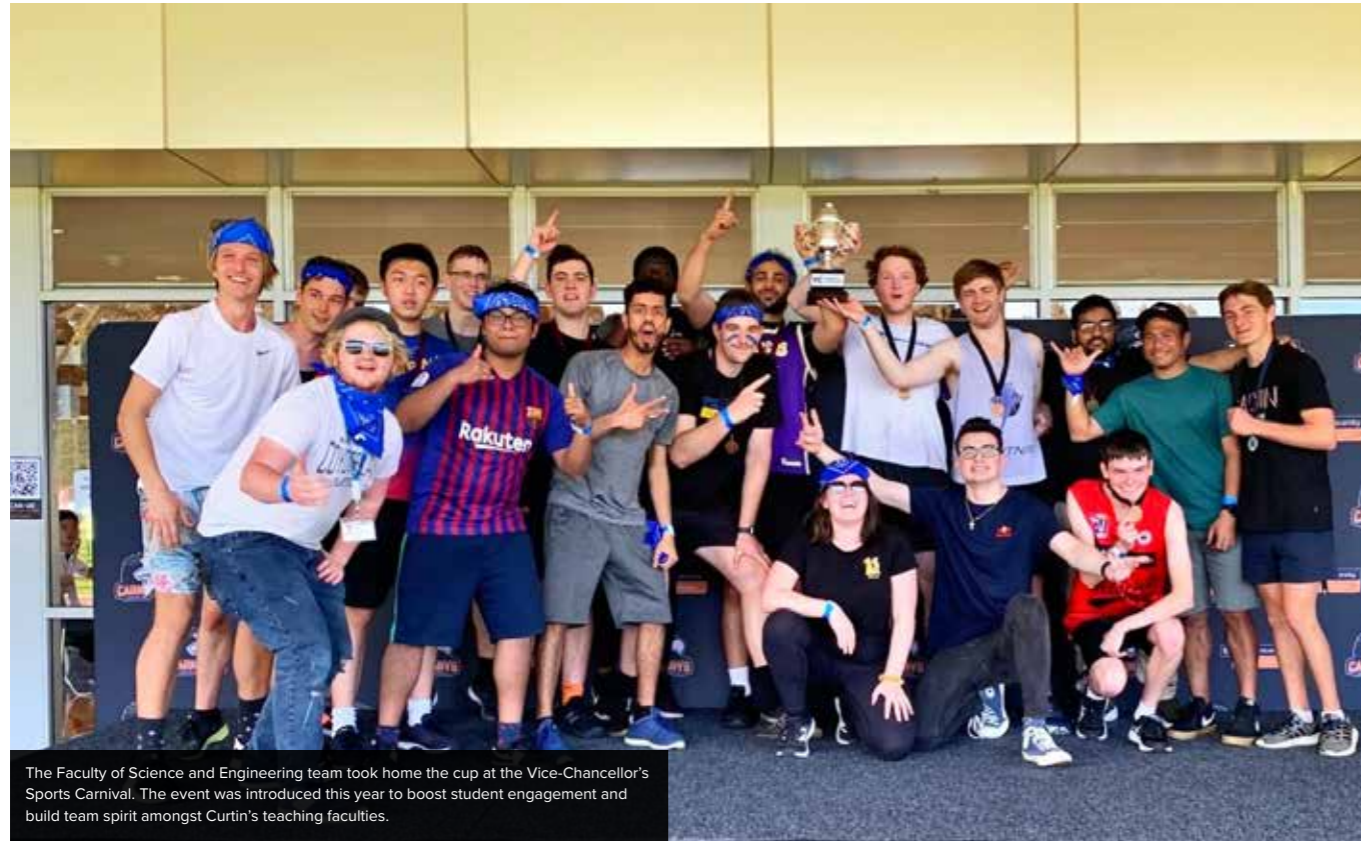
- Deliver a global and distinctive learning experience, in partnership with our students and enabled by our digital platforms.
- Enhance postgraduate programs in response to the changing nature of work and careers.
- Embed innovative curriculum design and new learning and teaching approaches.
- Attract and retain a diverse student community.

Achievements in 2021

Deliver a global and distinctive learning experience, in partnership with our students and enabled by our digital platforms

- The **Curtin Student Partnership Agreement** between the University and Student Guild commits to staff consulting and collaborating with students as partners, empowering students with a voice in decisions that impact the University and helping develop their leadership and professional skills. Highlights in 2021 included a co-created governance structure, featuring a Leadership Group and a Community of Practice; co-designed and co-curricular experiences; suggested improvements to library services; peer-facilitated live feedback in certain tutorials; and participation in University-wide student consultative committees.
- Curtin's partnership with the **global edX** platform continues, with more than 860,000 participants across the world learning through Curtin's Massive Open Online Courses (MOOCs) or MicroMasters programs. New MOOCs offered included *Autism and Neurodiversity: Building your Child's Strengths*; *Introduction to Software Defined Networking*; *Digital Transformation of Mining*; *Operational Foundations of Mining*; and *The Minerals and Mining Business*.
- Curtin's partnership with **Open Universities Australia (OUA)** strengthened in 2021, with 60 courses developed including 13 undergraduate certificates and 17 micro-credential courses.
- The **Earn While You Learn** program was again highly successful in 2021, with more than 342 student placements across Curtin's Perth Campus and 98 full-time graduate opportunities with other employers. The Aboriginal Student Placement Program placed 15 students in paid employment.
- A dedicated campaign throughout 2021 maintained **close connections with COVID-19 travel-restricted students**. Emails, a website hub and video content, designed to provide students with a sense of belonging to Curtin and connect them with a range of online events, proved to be successful with retention remaining high among this cohort.

Report on performance (continued)



The Faculty of Science and Engineering team took home the cup at the Vice-Chancellor's Sports Carnival. The event was introduced this year to boost student engagement and build team spirit amongst Curtin's teaching faculties.

- The **New to Curtin Mentor Program** saw 526 student mentors matched with 8,235 new-to-course and new-to-Curtin undergraduate students. Mentors were led by a team of 20 mentor leaders, who ran and delivered the inaugural end-of-year appreciation event for staff and students involved in the program.
- Curtin Volunteers! largest community project, the annual **John Curtin Weekend**, saw more than 250 volunteer participants travel to 30 metro, regional and remote sites across Western Australia and donate more than 3,000 hours to community projects.
- **Curtin Connect** – the online hub for student services, support and advice designed as a single point of contact for all prospective and current students – saw the University recognised by Customer Service Benchmarking Australia in the **top 10 of contact centres in Australia for customer service**.

Enhance postgraduate programs in response to the changing nature of work and careers

- In 2021, **Curtin Credentials** officially launched. These compact learning experiences serve the traditional domestic postgraduate market and are designed to equip learners with skills relevant to today's workplaces. Learners can complete standalone credentials or courses within a theme to build their expertise in a specific area.

Embed innovative curriculum design and new learning and teaching approaches

- A series of new **professional learning programs for staff** was created to meet the various leadership levels at Curtin. More than 1,700 staff participated in the programs designed to enhance Curtin's learning and student experience.
- The Curtin Academy supported academic staff in learning and teaching innovation through the launch of the **Curtin Academy Mentoring Scheme**. The Academy introduced an Advisory Board, hosted four Illumination events exploring topical subjects affecting the tertiary space and Curtin community, and engaged in a knowledge-sharing event with the National University of Singapore Teaching Academy.
- **Curtin's curriculum** has been mapped to the **United Nations Sustainability Development Goals** at course and unit level to begin curriculum transformation aligned with these goals.

Attract and retain a diverse student community

- In 2021, funding was made available to **assist international students** impacted by COVID-19. A total of 2,135 applications were submitted by international students requesting assistance, and around \$1.6 million was distributed to students facing hardship.
- Curtin OUA serves as an **important learning pathway for equity students**. In 2021, 23 per cent of OUA students lived in a regional or remote area, 3.26 per cent of students identified as Aboriginal and/or Torres Strait

Islander, 8.16 per cent of students lived with disability and 15.5 per cent of students were from a low socio-economic area.

- Curtin's **Elite Athlete Program** supports professional athletes in balancing their professional and study commitments. The program supported more than 150 athletes in 2021, and 17 Curtin students represented Australia in the Tokyo Olympic Games and Paralympic events.
- With the aim of supporting regional, rural and remote student participation in higher education, the new **Principal's Regional Starter Scholarship** was developed in 2021. The program provides an opportunity for principals to nominate up to two completing year 12 students for a \$1,000 Starter Scholarship to assist with the costs of relocating to study.
- Curtin offers a range of courses to **incarcerated students** from 38 prisons across Australia. Students are enrolled through OUA and several programs are delivered by Curtin staff in prisons. In 2021, the Department of Justice identified Curtin as the preferred provider in WA, with 67 per cent of all incarcerated students in the state enrolled in units at Curtin.
- Throughout 2021, there was significant growth in students engaging with Curtin's **AccessAbility Services** which provides those with disability or medical conditions a range of services to succeed at university. In 2021, AccessAbility Services assisted more than 1,900 students, with 1,161 new Curtin Access Plans developed.

- The **Uni Specialist Employment Partnerships** program was launched at Curtin, providing tailored career services to help prepare upcoming graduates with disability for entry into employment relevant to their qualifications. The program was developed in close consultation with both internal and external stakeholders.
- **Curtin's Community Pantry** distributed \$50,000 worth of food parcels and vouchers to students in need. The first phase of the project saw parcels delivered to equity scholarship students from Mandurah to Yanchee, while regional and interstate students received Coles vouchers. The second phase supported the general student population through a strategic partnership with faculties, the Student Guild and Housing Services. The Community Pantry initiative won the **NAGCAS Award for Excellence in Innovation** at the 2021 National Association of Graduate Career Advisory Services Conference.

Looking forward

Curtin will continue to deliver a high-quality teaching and learning experience focused on preparing students for the jobs of the future through enhanced interdisciplinary offerings, close industry partnerships and further developments in the micro-credentials market.

Guided by the United Nations Sustainability Development Goals, Curtin will focus on embedding sustainability principles across the teaching and learning curriculum. We will build deep partnerships with students to inform and enrich the student experience, ensuring an inclusive and engaged campus community.



Curtin law students are able to hone their skills at the John Curtin Law Clinic, which provides pro bono legal services to the Western Australian community. The clinic was a finalist in the 2021 Attorney General's Service Law Award in the not-for-profit category. Pictured here are (from left to right) Attorney-General the Hon John Quigley; Rosaline Tan, Principal Lawyer at the John Curtin Law Clinic; Lisa Henderson, Clinic Administrator; Dr Anna Bunn, Deputy Head of Curtin Law School; and Katrina Williams, Senior Clinic Supervisor.

Report on performance (continued)



Strategic theme 2: Research and innovation

Deliver excellence and impact in research and innovation



Seventy-one Perth-based entrepreneurs seeking to transform an innovative idea or early start business venture participated in the 11th annual Curtin Ignition program, which ran for a week in September. The program delegates are pictured here with the Hon Reece Whitby MLA, the then Minister for Small Business (standing centre front).

Curtin will:

- Focus existing research strengths and grow the emerging areas that are aligned with government and industry priorities.
- Demonstrate a strong evidence-based research performance culture.
- Enhance the research capability and capacity of our global campuses.
- Strengthen our position in commercialisation and foster entrepreneurship.
- Develop a finance model that supports delivery of balanced researcher-led and demand-driven research.

Achievements in 2021

Focus existing research strengths and grow the emerging areas that are aligned with government and industry priorities

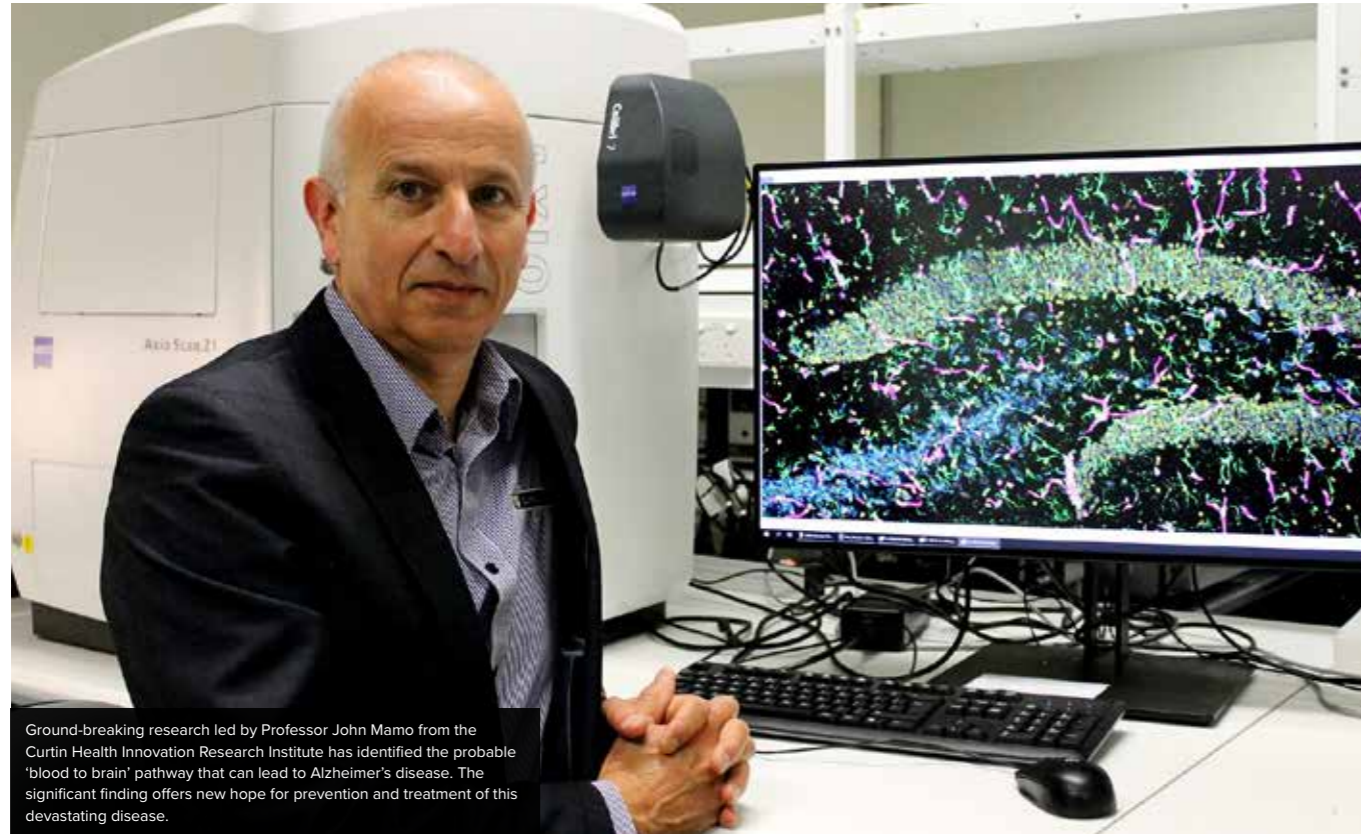
- New alliances were established in 2021 to leverage expertise, research capability and infrastructure for the benefit of Western Australians. These include alliances with the **WA Country Health Service** to help transform the delivery of health care for people living in rural, remote and regional WA; **ChemCentre** to promote joint appointments, greater student interconnection, shared access to research infrastructure, capacity-building, collaborative research and outreach activities; and the **Ear Science Institute**

Australia and William Demant Foundation to focus on treatments and interventions to improve the lives of those with hearing loss and to establish a Lions Hearing Clinic on the Perth Campus.

- Curtin and industry partner Optus accelerated innovation with the opening of **the state's first industry-university 5G** laboratory, showcasing some of the possibilities offered by the technology for artificial intelligence (AI), robotics and virtual and augmented reality. Initial applications include the potential to deliver remote robot interaction and operation, remote training for vision-impaired people with guide dogs, remote monitoring of brain activity for epileptic events and a new visual immersive platform for remote learning.

- Curtin's focus on research that aligns with state government priorities is reflected in a number of new research projects in 2021 including:
 - A portfolio of projects led by Curtin received nearly \$1.5 million in funding by **Healthway and the Western Australian Future Health Research and Innovation Fund**. Projects will address women experiencing domestic violence; the use of e-cigarettes among young people; Aboriginal and Torres Strait Islander people using illicit drugs; mental health in children with language and literacy difficulties; and helping people to make healthier online food orders.
 - \$500,000 of state government funding was awarded to support the **Binar Space Program** to research, develop and operate spacecraft, and produce lower-cost satellites, providing local industries with pathways into the growing space sector and students the opportunity for hands-on experience in space missions. The funding supports the scheduled launch of five Binar CubeSats in 2021–2022, following the successful launch of the first Binar CubeSat in late August 2021.
 - A Curtin collaboration with **CSIRO and Epichem** was awarded \$600,000 of funding through the government's **WasteSorted e-waste program**. The project aims to develop a process to recover valuable precious and base metals and remove toxic metals from e-waste.
 - Three projects were awarded a combined \$1.15 million by the Multiple Sclerosis Society of WA to conduct neurological research that focuses on **improving life for people living with multiple sclerosis (MS) and Alzheimer's disease**. Projects include a trial to reverse early-stage MS; investigating how high-fat diets may promote or reduce the risk of developing MS; and developing an iPad-based app for speech-affected stroke patients to aid communication.
- The federal government is supporting new Curtin research that aligns with its health, environmental and industry linkage priorities:
 - \$4.9 million was awarded to the Curtin-led **Australian Research Council (ARC) Training Centre for Healing Country**, which will fuse Indigenous knowledge and traditional approaches with western science to rehabilitate and restore Country.
 - Curtin is part of a consortium that has been awarded \$1 million in funding through the **Business Research and Innovation Initiative** to continue development of the **Automated Fish Identification system**, which uses machine learning and AI to gather information about fish to gauge marine and coastal ecosystem health, and will benefit Australia's fisheries and aquaculture industries.
 - A new \$1 million grant to Curtin will enable a major upgrade to the **Murchison Widefield Array**, giving the giant radio telescope even greater power to read and process signals captured from distant outer space.

Report on performance (continued)



Ground-breaking research led by Professor John Mamo from the Curtin Health Innovation Research Institute has identified the probable 'blood to brain' pathway that can lead to Alzheimer's disease. The significant finding offers new hope for prevention and treatment of this devastating disease.

- A Curtin research team has been awarded \$1 million in Round 3 of the **Global Innovation Linkages Program** for research into broadband fibre optic sensing for subsurface resource characterisation, in collaboration with global partners in the United States. The project aims to deliver cost-savings and safer resource extraction processes to Australia's resources sector.
 - Curtin is partnering in two Cooperative Research Centres (CRCs) announced in 2021: the **Heavy Industry Low-carbon Transition Cooperative Research Centre** to enable the heavy industry sector to transition to compete in the low-carbon global economy for carbon-neutral materials; and the **Digital Finance Cooperative Research Centre** to address opportunities arising from the next transformation of financial markets.
- Demonstrate a strong evidence-based research performance culture**
- Curtin continues to invest in its researchers and further embed a culture of research performance. Ongoing investments in this area include:
 - Grant Success Panels** to help improve success rates in competitive grant schemes, particularly ARC and National Health and Medical Research Council (NHMRC) grants
 - Curtin's Early and Mid-Career Researcher Network** to support and promote researchers across the University
 - targeted training** for researchers engaging in demand-driven research
 - co-investment** to leverage external funding support for Curtin researchers.
 - Curtin's demonstrated success in building a research performance culture is highlighted as follows:
 - Seven Curtin researchers were named among the world's best in the 2021 edition of the **Clarivate Analytics Highly Cited Researchers List**.
 - Seven Curtin researchers were awarded prestigious ARC fellowships, reflecting the high-quality research environment and individual excellence of our academics. The fellowships included:
 - a **\$3 million ARC Laureate Fellowship**, one of only 17 nationally, awarded to Professor Kliti Grice over five years to unlock a hidden record of our planet's past, and the life it supported, by examining microscopic soft tissue samples left in fossils
 - six ARC Future Fellowships**, awarded to established research academics, totalling \$5.7 million over four years – **Dr Wensu Chen** to investigate sustainable construction; **Associate Professor Katarina Milijakovic** to investigate Australian impact craters as probes into planetary crusts and prospect for resources; **Professor Ba Tuong Vo** to develop autonomous technologies for environmental perception; **Professor Kim Scott** to investigate the digitisation of on-Country learning; **Dr Guohua Jia** to develop new forms of hydrogen production; and Associate **Professor Anthony Brown** to understand the enigma of the most energetic particles in the universe.

- Curtin continued to build its track record of success in competitive funding opportunities. In 2021 there were:
 - three successful Curtin-led projects under the **Medical Research Future Fund** (totalling \$3 million) – **Professor Melinda Fitzgerald** (\$500,000), part of the **Traumatic Brain Injury Mission**; **Professor Deborah Kerr** (more than \$1 million), part of the **Primary Health Care Initiative**; and **Associate Professor Edward Litton** (almost \$1.5 million), part of the **International Clinical Trials Collaboration Initiative**.
 - two projects, from the Curtin Medical School, under the **NHMRC Ideas Grants scheme** totalling more than \$2.5 million: **Dr Ankur Sharma** (\$1.19 million) – Oncofetal ecosystem in advanced hepatocellular carcinoma: implications for identifying immunotherapy response; and **Associate Professor Carrington Shepherd** (\$1.46 million) – New insights for reducing Aboriginal stillbirth: integrated evidence for change.
 - a Curtin-led **ARC Linkage Project** grant totalling \$396,000, by **Professor Ba-Ngu Vo**, **Professor Ba Tuong Vo** and **Dr Diluka Moratuwage** (Science and Engineering), entitled *Collision avoidance in shipping lanes via intelligent sensor data fusion*.
 - involvement in three Linkage projects led by other institutions, totalling \$2.15 million – **Professor Stephen van Leeuwen** (Science and Engineering) for the University of Western Australia-led project *From the desert to the sea: managing rock art, country and culture* (\$1,035,819); **Associate Professor Robyn Heckenberg** (Centre for Aboriginal Studies) for the Swinburne University of Technology-led project *Empowering Aboriginal and Torres Strait Islander girls, changing communities* (\$733,396); and **Professor Kirsten Holmes** and **Professor Amanda Davies** (Business and Law) for the Griffith University-led project *Developing a national rural volunteering roadmap* (\$384,924).

Enhance the research capability and capacity of our global campuses

- A position has been established to coordinate the development and implementation of a research framework across the University's global campuses, with each campus finalising a **Research Roadmap** that outlines objectives and activities over the coming years.
- Resources to support the implementation of the Research Roadmaps includes **co-investment in research collaborations and funding for fellowships and PhD scholarships**. The University has also established a systematic process for awarding PhD scholarships to global campus staff.

Strengthen our position in commercialisation and foster entrepreneurship

- Curtin continued to drive its commercialisation agenda through a **suite of commercialisation activities**, which include Ignition, Accelerate, Kickstart, the Curtin Innovation Awards and the West Tech Fest. These programs support the Curtin community to translate exceptional

research outcomes and innovations into new commercial opportunities.

- The **2021 Curtin Innovation Awards** winner was **LiverCancerSmart**, a prognostic test for predicting the risk of a person with existing liver conditions developing liver cancer in the future.
- Seventy-one delegates participated in the **2021 Curtin Ignition program** to trial and prepare business ideas for the commercial environment. Over the past decade, Curtin Ignition has created nearly 300 jobs and has helped its alumni raise more than \$56 million in start-up funding through investments, grants and donations.
- Curtin spinout company **Re Energi Pty Ltd** is set to build an innovative facility able to convert solid waste into bio-char and bio-oil. The project is a partnership with the Shire of Collie, supported by \$3.9 million from the Australian Renewable Energy Agency and \$2 million from the WA Government's Collie Futures Industry Development Fund.
- Hyprfire Pty Ltd** is the latest Curtin spinout, formed to commercialise novel cyber security technology to improve the visibility of unusual traffic and malicious threats within computer networks. The team, from the School of Electrical Engineering, Computing and Mathematical Sciences, won the main prize in the 2017 Curtin Innovation Awards and was supported via the Curtin Kickstart fund, supplemented by a federal Accelerating Commercialisation grant.

Develop a finance model that supports delivery of balanced researcher-led and demand-driven research

- Curtin is finalising the development of a research finance framework to underpin the effective delivery of research activities in a range of contexts. Development was delayed while the University awaited guidance from the federal government, which had established a working group in mid-2020 to advise the Minister for Education about sustainable approaches to research funding during COVID-19 and beyond. Given ongoing uncertainty about the timing and nature of any reforms arising from the working group's activities, the University decided in the second half of 2021 not to delay the formulation of a research finance model any further.

Looking forward

In 2022, Curtin will continue to position itself to rapidly respond to evolving federal and state government priorities for research and translation. We will work to meet our strategic objectives, and will focus on preparing for the upcoming national assessments of Engagement and Impact and the Excellence in Research for Australia. As Curtin research continues to focus on making a difference for the future, we will ensure we provide an excellent experience for our Higher Degree by Research students.

Report on performance (continued)



Strategic theme 3: Engagement and impact

Make a difference globally through engagement and partnerships



Pictured at the launch of the new research and innovation alliance with the WA Country Health Service are (from left to right) Professor Helen McCutcheon, Deputy Pro-Vice Chancellor Health Sciences; Professor Chris Moran, Deputy Vice-Chancellor Research; Dr Neale Fong, WACHS Board Chair; Curtin Vice-Chancellor Professor Harlene Hayne; Jeff Moffet, WACHS Chief Executive; Robyn Sermon, WACHS Executive Director; and Professor Suzanne Robinson, who leads the Health Economics and Data Analytics discipline at Curtin.

Curtin will:

- Develop a broad sustainability strategy.
- Support development in regional Western Australia.
- Strengthen our profile as an industry-facing and industry-embedded university.
- Intensify alumni engagement to facilitate life-long connections.
- Build global advancement capability and increase philanthropic support.

Achievements in 2021

Develop a broad sustainability strategy

- To better understand the Curtin community's views and aspirations regarding sustainability, 572 stakeholders (including academics, professional staff and students) engaged in **face-to-face workshops and online surveys** during 2021.
- Detailed mapping against the **United Nations Sustainable Development Goals** was completed for activities in research, teaching and student experience, and the physical environment. A draft **Sustainable Development Goals Plan** and a **Carbon Plan** were completed by the end of 2021, outlining Curtin's maturation journey to 2030.

Support development in regional Western Australia

- Curtin and the **WA Country Health Service (WACHS)** formed a Research and Innovation Alliance aimed at improving health outcomes for regional and remote communities, with a particular focus on Aboriginal and Torres Strait Islander people. The Alliance is guided by leading research and more targeted training for the next generation of country health workers. In 2022, the Alliance will relocate to the University's new Exchange precinct, providing a collaborative two-way learning culture for both the WACHS and Curtin.
- Curtin's partnership with the **Regional University Centres** continued to grow in 2021. The University commenced delivery of the Enrolled Nurse to Registered Nurse Stream (BSc Nursing) in partnership with the Great Southern Universities Centre in Albany. A second Service Level Agreement was signed with Geraldton Universities Centre (GUC) which formalises the centre's support for online students, including the Indigenous Tertiary Enabling Course, and GUC's delivery of Curtin's aspiration-raising program, AHEAD (Addressing Higher Education Access Disadvantage), at local schools.

- Curtin's **Rural Health Campus at Kalgoorlie** opened in 2021. The Campus provides valuable clinical training for students, helping them to develop the necessary knowledge and skills to support health outcomes in regional, rural and remote areas. It also offers students opportunities to work closely with the broader health workforce to support work being undertaken across the Goldfields region, particularly in Aboriginal health.

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

- Curtin's **Space Science and Technology Centre** partnered with remote operations experts **Fugro** and industry-led consortium **AROSE** (Australian Remote Operations for Space and Earth) to develop the Binar-1 CubeSat, which was launched into orbit from the International Space Station in October. The technology behind the CubeSat can help to diversify WA's economy and create jobs for a new, highly skilled workforce, with capabilities easily transferrable to other important sectors such as mining and resources.
- Microbiologically influenced corrosion (MIC) contributes to about 20 per cent of the USD\$4 trillion global costs of corrosion. The **Curtin Corrosion Centre** launched the joint industry project 'Preventing and Managing MIC for the Oil and Gas Industry' – a large-scale research program to improve understanding and management of MIC phenomena across the oil and gas value chain. The project involves leading oil and gas companies including Woodside, Santos, INPEX and Qatar Environment and the Energy Research Institute.
- The Curtin University node of the **International Centre for Radio Astronomy Research** continued to work closely with the Australian defence industry on research for emerging defence capabilities. This included collaborative research with the Australian Department of Defence's **Defence Science and Technology Group** to characterise the effects of high-power microwave energy on modern electronic devices; working with local defence companies Nova Systems, archTIS, AVI and Geng on emerging Space Domain Awareness system concepts and demonstrations; and working with Lockheed Martin to investigate the feasibility of small form-factor, multi-function phased array antenna systems in submarine environments.
- In 2021, the **Curtin Institute of Radio Astronomy (CIRA)** continued to work with local industry to advance the design of the **Square Kilometre Array (SKA)**. CIRA is coordinating and supporting Western Australian companies – including Metis Design & Engineering, AVI, Balance, and Vescient – to bring their expertise to bear on the complex, multidisciplinary challenges that characterise the SKA.

Intensify alumni engagement to facilitate life-long connections

- **More than 92,000 graduates engaged with Curtin** in 2021 via electronic communications, by donating to fundraising initiatives, attending events and volunteering their time through activities such as advisory boards, committees, mentoring and guest speaking or lecturing.

- **Curtin Commons**, an online publication for Curtin graduates and friends, was launched in 2021. It shares news and insights on topical issues with more than 122,000 graduates and subscribers around the world each month.
- The **Alumni Awards** program received 40 valid nominations across eight award categories, and ultimately nine nominees were awarded a 2021 Alumni Award. The combined Alumni Awards and John Curtin Medal ceremony will be held in 2022.
- The **Young Alumni Advisory Board** hosted eight events, delivered five podcasts and helped raise funds for the Young Alumni Helping Hand Fund. A portion of these funds was distributed to 24 students facing financial hardship in 2021.
- Curtin's **international alumni chapters** worked together in 2021 to provide a webinar series for graduates around the Indian Ocean rim. Malaysia, Indonesia, Singapore, Sri Lanka and Hong Kong chapter members collaborated on professional development, current affairs and current research topics which the University Advancement team helped to promote to the wider graduate audience base.

Build global advancement capability and increase philanthropic support

- Private support (**philanthropic and sponsorship**) income to Curtin facilitated by **University Advancement** totalled just over \$7.2 million in 2021. This represented an overall increase of 19 per cent.
- The **Moorditj Yoga Scholarship Program**, which supports mature-aged Aboriginal and Torres Strait Islander women to succeed at university, raised more than \$973,000 from more than 900 donors.
- Curtin FM 100.1 and University Advancement collaborated on the community radio station's annual **Radiothon fundraiser**, raising \$124,200.
- Curtin is continuing to **build advancement capacity in Singapore** and is close to establishing a fundraising foundation in that country to enable local tax benefits.
- The University can now provide **local tax benefits to the United States**, opening the pathway to further international fundraising.

Looking forward

The expected relaxation of Western Australia's interstate and international borders in 2022 will provide much greater flexibility to travel, particularly to our global campuses, and engage face-to-face with staff, students, alumni and partners in those locations, strengthening relationships and partnerships developed online through the COVID-19 pandemic.

Report on performance (continued)



Strategic theme 4: People and culture

Empower our staff to lead as part of a diverse, innovative and values-led organisation



Members of the Curtin community assemble on Curtin's Bentley campus to mark Reconciliation Week.

Curtin will:

- Leverage a global, collaborative and connected workforce.
- Empower staff at all levels to lead, innovate and be accountable for delivering excellence.
- Strengthen values-based leadership and intensify our focus on safety and wellbeing.
- Increase Aboriginal participation and the inclusion of all genders, abilities and ethnicities.

Achievements in 2021

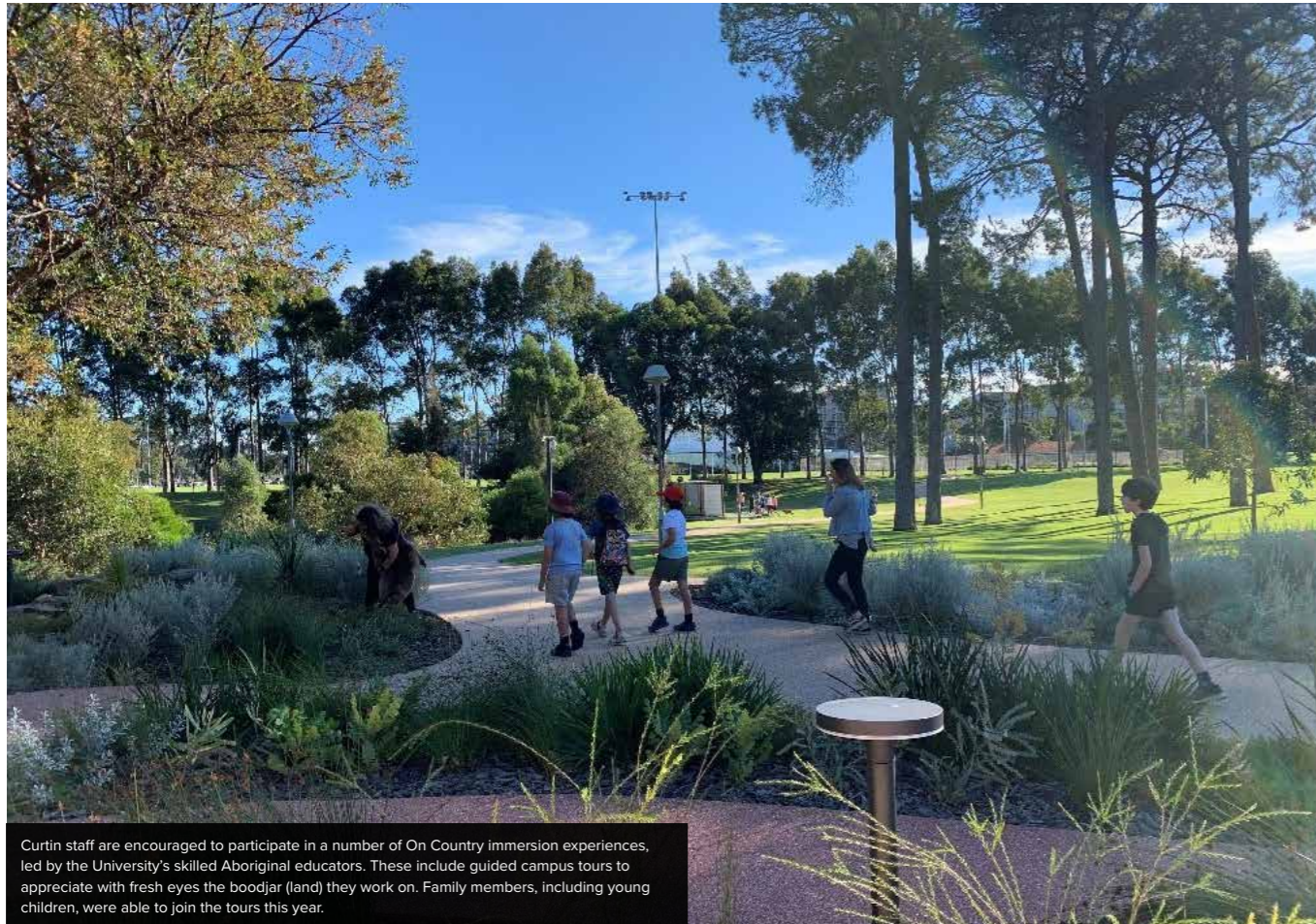
Leverage a global, collaborative and connected workforce

- With the COVID-19 pandemic and border closures continuing throughout 2021, Curtin focused on understanding its risks and obligations when **facilitating overseas working arrangements**. Management systems for ensuring compliance with the laws and obligations of the jurisdictions where our people are working were further developed, and Curtin continues to work on increasing opportunities for staff to gain experience across our campuses, or to work in other global locations.
- A new development program named **One Curtin: Leading in a Global University** launched in 2021. Academic and professional staff from across Curtin's campuses gained valuable insights into their individual leadership trajectory, while collectively exploring collaborative action projects. Project topics included 'Teaching and Learning and the Student Experience in a Global Context', 'Global Teams', 'Virtual Communities' and 'Alumni and Industry Engagement'. A range of projects are proposed to commence in 2022.
- The annual **Vice-Chancellor's Excellence Awards for Professional Staff** promote and recognise exemplary staff performance across the key areas of collaboration, service excellence, continuous improvement, leadership and reconciliation. In 2021, for the first time, a category was included to recognise high-achieving staff from Curtin's global campuses.

Empower staff at all levels to lead, innovate and be accountable for delivering excellence

- During 2021, there was a concentrated effort to **increase the use of analytics** in shaping staff capability and professional development activities. Areas of focus included diversity and inclusion and Aboriginal and Torres Strait Islander employment, and the continued management of leave and excess leave to ensure the wellness of all staff.
- A number of areas within the University collaborated to **improve online training** modules in performance and career planning for leaders and managers, to better assist staff development.

Report on performance (continued)



Curtin staff are encouraged to participate in a number of On Country immersion experiences, led by the University's skilled Aboriginal educators. These include guided campus tours to appreciate with fresh eyes the boodjar (land) they work on. Family members, including young children, were able to join the tours this year.

- The **Academic Capability Framework** was embedded in the academic promotions process during 2021 and was aligned to the academic performance and career planning process. The framework provides overarching guidance on the types of skills and capabilities required to succeed in an academic career at Curtin and recognises the diversity of individual career needs.
- **Professional development** continued to be a focus across the University throughout the year, with the introduction of 19 additional learning programs. Themes covered staff training for doctoral supervision and ethics reviewers, education services, governance and compliance, health and safety, inclusive practice, cyber security, staff development and culture, recruitment and work essentials.
- The **THRIVE at Curtin Wellbeing Strategy** was designed with guidance from Curtin's Future of Work Institute. THRIVE audits were piloted in 2021, providing the opportunity to review University and faculty-based wellness initiatives. Broader implementation of THRIVE assessments, and the co-creation of wellbeing plans, will continue across the University in 2022.
- The harmonisation of Work Health and Safety legislation prompted a review of how **psychosocial risks** are treated in our workplace. A streamlined process for managing psychological incidents was developed to prioritise confidentiality and staff wellbeing when resolving any incidents or identified hazards. Increased coaching, upskilling and empowerment of leaders to actively support staff who experience injury, illness and disability has helped build their health and safety capability.
- A focus on **mental health awareness** continued throughout 2021 to nurture a psychologically safe workplace culture and reduce stigma. Demand for **Mental Health First Aid Training** saw 210 staff completing the course. Additionally, a number of wellbeing awareness events were held across the University including R U OK Day, Mental Health Week and Safe Work Month.
- Curtin further increased support for staff and students impacted by **family and domestic violence**, acknowledging the adverse effects of the pandemic. The University continued to provide flexible work

Strengthen values-based leadership and intensify our focus on safety and wellbeing

- The annual **Ngalang Waangi** (Our Voice) staff survey was administered across Curtin's Western Australian campuses to gauge staff satisfaction and engagement. Seventy-four per cent of staff (excluding casuals and sessional staff) responded to the survey. While there was a minor decrease in overall staff satisfaction, 89 per cent of staff agreed safety is taken seriously in their work area, and 91 per cent agreed harassment is not tolerated.

arrangements, paid leave provisions and emergency accommodation options. The research-based program 'It's your business' continued, with 112 staff completing the training. With the strong support of EdX, a Massive Open Online Course (MOOC) is in development by Curtin staff, who have contributed research and their lived experience. The MOOC will be launched globally in 2022.

- Strong support for the University's LGBTIQ+ community continued in 2021, with initiatives for students, staff and allies across Curtin including the **Ally Program and Student Guild Queer Department**. A total of 183 staff completed Ally training, designed to raise awareness and understanding of contemporary challenges and barriers faced by lesbian, gay, bisexual, transgender, intersex and queer+ people. Staff and students again came together to walk in the **Curtin Pride Parade**, which celebrates the diversity and inclusiveness of our University community.
- The 2021 Ngalang Waangi (Our Voice) Survey showed 82 per cent of Curtin Staff felt the University is clear about its **commitment to diversity**, and 76 per cent felt that diversity, equity and inclusion is valued.

Increase Aboriginal participation and the inclusion of all genders, abilities and ethnicities

- Curtin established the inaugural senior executive position of **Pro-Vice Chancellor Indigenous Leadership and Strategy**. This will provide guidance across the University community in the development, implementation and monitoring of an institutional approach to Indigenous learning, teaching, research and engagement.
- **A record 171 people identifying as Aboriginal or Torres Strait Islander were employed** across the University in 2021. This diverse cohort includes nine senior academics in Professorial or Associate Professorial roles and three trainees through Curtin's AFL SportsReady partnership, which provides potential career-entry opportunities and also pathways towards becoming a university student.
- In 2021, **nine women were appointed to senior leadership roles** across the University, with women in 50 per cent of senior professional roles and 30 per cent of senior academic roles.
- To further support the University's **commitment to gender equity** and address key barriers, working groups were established across five key priority areas: Leadership and Diversity Development; Growing and Strengthening the Pipeline of Women in Science and Engineering; Equity and Inclusive Culture; Empowered Workforce; and Career Development and Progression.
- The **Gender Research Network (GRN)** launched in 2021 as part of the Athena Swan program, the international accreditation scheme that recognises best practice in higher education to advance gender equality. The GRN shares information about best practice, raises awareness and influences change in gender equity policy and practice across the University, drawing on Curtin's strengths in gender research.

- The **Academic Carer Support Scheme** was piloted in 2021 to provide financial assistance to academic staff with caring responsibilities, particularly early- and mid-career academics, who have carer responsibilities or who require a carer themselves, to participate in activities that significantly contribute to their career development.
- Curtin again worked with the **Workplace Gender Equity Agency** in 2021 to ensure the University continues to foster measures that improve gender equality, and that all staff can be equally represented, valued and rewarded in the workplace. The University's gender pay gap at a whole-of-organisation level was 9.8 per cent, compared to the national education and training industry gap of 11.4 per cent and the state pay gap of 21.9 per cent.

Looking forward

In the year ahead, Curtin will continue to respond to the significant workforce challenges presented by the COVID-19 pandemic. Areas of focus include enhancing academic leadership capability; negotiation of a new Staff Agreement; the ongoing wellbeing of the University community; and workforce and workload planning for an environment requiring increased flexibility.

Report on performance (continued)



Strategic theme 5: Global positioning

Secure Curtin's position as a leading global university



The Sarawak Biovalley Pilot Plant at Curtin Malaysia will be used to test 3D-printed structured packing technology developed by Curtin researchers, at operational scale. The new Spiropak technology enables greater efficiencies in the material separation of large-scale chemical processing industries, such as chemical manufacturing, pharmaceuticals, LNG and food.

Curtin will:

- Strengthen our global network of campuses.
- Expand our global presence and capacity through digital engagement, and increase student and staff mobility.
- Increase global demand for our courses.
- Grow international research collaborations.

professional development workshops, peer mentoring and collaborating on an action learning project, participants were able to gain a deeper understanding of international higher education and what this means for Curtin as a global university. The program will help to ensure that staff have the skills and expertise required for leadership in a global university.

Expand our global presence and capacity through digital engagement, and increase student and staff mobility

- Curtin's **global campuses and partnerships** continue to be of strategic importance and played a significant role in mitigating impacts of the COVID-19 pandemic on the University in 2021. Students were given the opportunity to begin many of their programs at one of the global campuses, and this model will continue to be an important feature of our approach to globalising student opportunity and experience. Despite challenges faced by our global campuses and partners in 2021, Curtin provided opportunity for existing students to continue to study in their home countries and new students to commence studies with the intention of eventual study abroad.
- Curtin's **key articulation partnerships in China** remained steady in 2021, with small increases in student numbers from long-term partners **Nanjing Audit University** and **South China Normal University**. Significant growth at **Yanshan University** saw the highest number of student transfers since its commencement in 2018. While relationships with Curtin's Chinese partners remained strong through online and virtual engagement activities, overall articulation partnership transfers dropped by 37 per cent in 2021 due to COVID-19 related issues, with a notable decline in student transfers from India, Thailand and Indonesia.

Achievements in 2021

Strengthen our global network of campuses

- While Curtin's global campuses faced significant challenges due to COVID-19 related restrictions and uncertainties, student recruitment efforts at two campuses returned excellent results: **Curtin Singapore** and **Curtin Dubai** both experienced growth in student numbers (increases of 4.5 per cent and 10 per cent respectively). **Curtin Mauritius** maintained a steady student load (down 1.5 per cent). **Curtin Malaysia** experienced a significant decline in student load, down by 17 per cent. All campuses conducted classes online for the majority of 2021.
- Curtin is improving the **model for coordination and delivery of teaching units** across our global campuses to foster a **One Curtin** approach to excellence in teaching and enhance global collaboration.
- The **One Curtin: Global Leadership Development Pilot Program** provided staff with an opportunity to develop and enhance their leadership and management skills, fostering networks across the University to help facilitate international collaboration. Twenty-five staff across our faculties, both academic and professional, were invited to participate in the program, including staff from Curtin Singapore and Curtin Malaysia. Through

- In 2021, 20 student leaders from across Curtin's global sites (in Western Australia, Dubai, Malaysia, Mauritius, Singapore and Sri Lanka) came together to hold the inaugural virtual **Student Leaders Summit**. The student-led event focused on enhancing student leadership and bridging cultural gaps between local and international students. The network of students will continue in 2022 to improve the experience of Curtin students in a global context.
- Through joint accountability and shared ownership, the **One Curtin** global strategy has harnessed the resources and knowledge across the University to diversify and grow student enrolments and create a seamless journey for students to move between face-to-face and online learning at our campuses.
- The provision of **in-country student experiences and support** was a key strategy throughout 2021, ensuring the wellbeing of all students outside Australia studying online. The University delivered numerous initiatives including the Curtin buddy system, live cooking classes, online exercise initiatives and social events in countries where gatherings were permitted.
- Curtin expanded its offering of virtual internships with the support of the **New Colombo Plan Funding (NCP)** in 2021. In response to the pandemic, the federal government allowed NCP-funded projects to be delivered virtually, which provided 63 students with a global experience in the Indo-Pacific region.

Increase global demand for our courses

- Curtin International has expanded operations delivering the **Curtin Foundation Program** offshore in ASEAN countries. The program ensures the successful recruitment and preparation of students into Curtin undergraduate programs at any of the University's campuses. Delivery of the Curtin Foundation Program is vital in growing Curtin's profile and market share in price-sensitive markets. Key projects are underway in Vietnam, Indonesia and Cambodia to further this initiative.
- With the COVID-19 pandemic and border closures continuing in 2021, Curtin embedded virtual options into our global offerings. The University established **Collaborative Online Learning (COIL)** opportunities in all faculties to globalise the student experience and transform the student journey. In total, 216 students participated in a range of programs including summer and winter schools in Europe and Asia, classroom projects with partner universities using the COIL model, joint learning activities with our campuses, and remote internships with companies around the world.
- In 2021, the **One Curtin Marketing and Recruitment** strategy included in-depth staff training across all campuses to counsel and support future international students on all campus offerings and ensure an enhanced customer experience.

- Curtin commenced offering full degree computing and engineering courses offshore at long-term partner the **Sri Lanka Institute of Information Technology**. This, together with strengthening the Curtin brand in Sri Lanka through a targeted marketing campaign, saw Curtin student numbers in Sri Lanka grow by 97 per cent in 2021.

Grow international research collaborations

- Through Curtin's **global research strategy**, the University has empowered its global campuses in Dubai, Malaysia, Mauritius and Singapore to each be a centre of research. In consultation with Curtin's Research Office, each global campus has a clear strategy to align with their unique research strengths and the local needs of the region, enabling connection, collaboration and sharing of research resources among Curtin's growing global network of campuses and alliance partners.
- The **International Sponsored Students Strategy 2021–2023** was developed to cultivate new and current sponsorships in priority countries aligned with Curtin's research agenda. Curtin is now in the process of entering new sponsor agreements with Mexico, Peru, the Dominican Republic and the Maldives. Other new sponsors to Curtin during 2021 have been from Indonesia and Singapore.
- The **Global Alliances project** has grown international research collaboration through the multi-year joint PhD program between researchers at Curtin and the University of Aberdeen. The **Institute of Energy Transitions** furthered the collaboration between the two universities in the fields of hydrogen and energy-related research and hosted successful joint research symposia in 2021.
- Curtin expanded its research relationships in India, with the establishment of a joint academy with the **Indian Institute of Technology – Madras**. The academy uses a sustainable model to expand research collaboration in South Asia and will launch a new collaborative PhD program in 2022.

Looking forward

Curtin's focus for 2022 is to ensure all our students can return to study safely on campus as international border restrictions start to be relaxed. However, we will also respond to the evolving challenges of the COVID-19 pandemic by offering blended and online learning opportunities to students, as required. Curtin will continue to explore new markets for its offerings and will continue to strengthen the capacity of staff to work and collaborate globally.

Report on performance (continued)



Strategic theme 6: Sustainable future

Embed a flexible and resilient business model to support our strategic ambitions



Curtin's new Exchange precinct supports the delivery of its strategy for greater industry connectedness, cultivating a vibrant social, professional and commercial urban community to live, work and learn in. It is the first precinct to be delivered as part of the Greater Curtin Master Plan which in 2020 WAS awarded a 6 Star Green Star – Communities certification by the Green Building Council of Australia for its continued commitment to creating a sustainable and thriving campus.

Curtin will:

- Embed a sustainable business model, diversifying our revenue base and aligning resource allocation with strategy.
- Provide capital and digital infrastructure that supports our strategic ambitions across all campuses and platforms.
- Deepen our commitment to environment sustainability within all of our operations.
- Embrace the benefits of change and foster a culture of continuous improvement.

Achievements in 2021

Embed a sustainable business model, diversifying our revenue base and aligning resource allocation with strategy

- The COVID-19 pandemic continued to impact Australian universities through 2021, with border closures preventing a significant cohort of international students from entering Australia. In 2021, the University finalised the significant change program started in 2020 that, amongst other things, has delivered **cost savings to offset the impact of reduced international student tuition income**.
- The **changes to Commonwealth funding for Australian undergraduate students** at the end of 2020 will have a significant adverse impact on Curtin's funding levels over the next two years as transition funding is reduced and removed. The impact will be most sharply felt in disciplines with high-cost research activity: while additional government research support funding was provided in

2021 to assist, that funding is not being extended into 2022 or beyond and will require all universities, including Curtin, to reassess where resources are allocated.

- The **short course funding** announced by the Commonwealth at the end of 2020 was in large part unsuccessful due to the timing of the announcement and its one-off nature, removing the incentive to develop new courses. While universities are being permitted to use a portion of the unspent short course funding in 2022, it is unlikely to be an area of growth because there is no new funding allocated and there will be lower levels of demand as the Australian economy recovers from the impacts of COVID-19.

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

- A **multi-phase digital** roadmap has been created to deliver digital innovation across our technology foundations and business enabling technologies, and build four new digital experiences for learning, teaching, researching and working. The roadmap sets a new digital destination for Curtin that will ensure it meets the future expectations of staff and students, as well as industry conditions so that Curtin retains its reputation for innovation. The roadmap is currently undergoing a review by the Senior Executive Team, as well as an external validation and benchmarking exercise.
- As part of this digital roadmap, Curtin started a collaboration with **Amazon Web Services (AWS)** in August 2021 to create a new digital platform foundation that will enable the transformation of digital experiences for

students and staff. Curtin will be moving the majority of its IT systems and data into the platform, which will enable automated IT management, provide new digital services for innovation projects and allow for data-driven decisions across the University while reducing IT infrastructure costs. By building this new platform, Curtin will be powered to deliver elevated digital experiences, provide better insights into how to enhance campus life and enable lifelong learning, while enhancing the security, redundancy and resiliency of our core IT environment.

- Curtin has launched an **AWS Skills Guild**, called ElevateU, the first of its kind in Australia and New Zealand's public sector. The AWS Skills Guild will equip more than 200 employees with the skills to accelerate the move to the cloud and deliver new on-campus experiences leveraging AWS services, such as data analytics and machine learning.
- Main construction works on the **TL Robertson Library** at the Perth Campus commenced in 2021 to transform it into a space for digital innovation and social collaboration. The major refurbishment program responds to the rapidly changing technologies that have seen the role of libraries change, and supports the University's strategic ambition to address the contemporary needs of the Curtin community and make the library more operationally sustainable.
- **Curtin Exchange** is a dedicated, industry-connected innovation precinct that brings education, industry and the community together in a vibrant urban place where people meet, learn, work and live. It supports the delivery of Curtin's strategy for greater industry-connectedness and a culture of innovation, and will be home to more than 1,000 residents, speciality retailers and industry partners. In 2021, construction of four landmark buildings – Curtin's School of Design and the Built Environment, St Catherine's College, UniLodge Twin Dolphin Hall and Nesuto Curtin Hotel – was completed, along with key public areas. Exchange is the first precinct to be delivered in response to **Curtin's 6 Star Green Star – Communities** certified Greater Curtin Master Plan.

Deepen our commitment to environment sustainability within all of our operations

- Curtin's consolidated approach to sustainability is guided by the **United Nations Sustainable Development Goals (SDGs)**, and in 2021 Curtin took strategic steps to address Curtin's physical footprint and its profile in teaching and research. Activities included staff and student workshops and surveys and the detailed mapping of research, teaching and physical environment activities against the SDGs. The information will inform the University's **Sustainable Development Plan** and **Carbon Plan**.
- Curtin's commitment to the **Australian Technology Network of Universities' (ATN) collective emissions reduction** target of 25 per cent by 2021 (compared to 2007 baseline levels) saw the universities outperform the target, with emissions collectively reduced by a further 21 per cent, to a total reduction of 46 per cent over the past 14 years.
- Curtin **further fine-tuned building controls** – as part of the University's continued efforts to reduce its operational

carbon footprint – which resulted in emissions dropping three per cent between the 2019/20 and 2020/21 financial years.

- Curtin's **commitment to the natural environment**, which prioritises green space to reduce the heat-island effect and favours natives to minimise water consumption and increase biodiversity, saw trees planted and pine tree seeds collected for replanting as future food sources for the endangered Carnaby's Black Cockatoo, in accordance with the **Black Cockatoo Action Plan**.
- Curtin's target to divert 80 per cent of its operational waste from landfill by 2025, under the University's **Environmental Management Plan**, was in line with objectives set for 2021, with a 2020/21 financial year average of 49.7 per cent waste diversion. In addition, a total of 11.4 tonnes of e-waste was recycled.

Further information on Curtin's environmental sustainability initiatives can be found on page 59 of the Report on Operations.

Embrace the benefits of change and foster a culture of continuous improvement

- The **Vice-Chancellor's (VC's) Excellence Awards for Professional Staff** recognise the innovative work of high-performing staff who demonstrate outstanding achievement aligned to the University's vision and values. The Awards program recognises **Excellence in Continuous Improvement** and among the winners in this category in 2021 was the **Curtin University Marketing Team** for the team's inaugural **Virtual Open Day** project, in response to the COVID-19 pandemic. The University's biggest annual on-campus recruitment event was very successfully reimaged, recreated and delivered in a virtual experience, demonstrating the ability of staff to embrace change in response to environmental challenges. It has since been used as a model for other online engagement projects for prospective students.
- **Darren Gibbs**, Manager of Progression, Assessment and Awards, won the **individual Excellence in Continuous Improvement** category of the VC's staff awards program for his work in taking student exams online during the pandemic and implementing innovative and effective work practices such as automating the graduations process, further exemplifying the benefits of change and dedication to continuous improvement.

Looking forward

Curtin will continue to embrace change in 2022, ensuring its business model is adaptable to be innovative and responsive to external drivers and risks. The University will strive for a culture of continuous improvement with a focus on process improvement, digital transformation, health and safety and sustainable practices.

Report on operations

Governance of the University

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

Council met on seven occasions in 2021. A Council Strategy Workshop was held on 5 and 6 November 2021. Key governance-related matters considered by Council in 2021 included:

- approval of the following:
 - Annual Report 2020
 - Budget 2021
 - Modern Slavery Statement
 - Vice-Chancellor and Senior Staff Remuneration Code
 - Revised constitutions for the Audit, Risk and Compliance Committee, Executive Committee, Finance Committee, Nominations Committee, and the University Council Health and Safety Committee to ensure gender balance
 - Council members due diligence work plan and scorecard
 - Various honorary awards
 - Appointment of the Student Guild's external auditor
 - Statute No.14 – Revocation
 - Revised Investment and Treasury Management Policy
 - Revised Honorary Awards Policy
 - Revised Achievement Awards Policy
 - Endowment Policy
 - Mandatory vaccinations
 - Project plan for the development of a new Strategic Plan
 - Disestablishment of the Curtin Foundation and Curtin Foundation Board
 - Budget 2022
 - Capital Plan 2022
 - Priorities, KPIs, measures and targets for assessing the University's performance in 2022

- noting reports on the following:
 - University's performance against key performance indicators, measures and targets identified in the Strategic Plan 2017-2022
 - University's response to COVID-19
 - Academic Assurance Statement 2020
 - Operations of the Kalgoorlie Campus in 2020
 - Performance of the Curtin University Foundation in 2020
 - Diversity and inclusion
 - Strategic risk
 - Financial management
 - Investment performance
 - Health and safety
 - Integrity and standards
 - Foreign interference
 - 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 2021 as part of Council's meeting program. These included:

- Research
- Health Sciences
- Learning and student experience
- Science and Engineering
- Kalgoorlie Campus
- Global positioning
- Business and Law.

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

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

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

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

Report on operations (continued)

Members of Council for 2021

| Members appointed by Governor | Commenced | Terminated | Due to expire |
|---|----------------------|------------------------|---------------|
| Ms Elisa Fear BCom (UWA) MBA (Cranfield) GAICD | 1/4/2021 1/4/2018 | Current 31/3/2021 | 31/3/2024 |
| Mr Damian Gordon BCom (Curtin) FCA SF Fin FAICD | 1/4/2021 1/4/2018 | Current 31/3/2021 | 31/3/2024 |
| 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 John Cordery BSc (Otago) MSc (Canterbury) PhD (Sheffield) FASSA | 29/7/2020 | 18/4/2021 | |
| Professor Harlene Hayne CNZM PhD (Rutgers) HonDSc (Colorado College) HonLLD (Otago) FRSNZ | 19/4/2021 | Current | Ex-officio |
| Members elected by academic staff | Commenced | Terminated | Due to expire |
| Professor Julia Richardson Bsc (Hons) (Glamorgan) MA (Manchester) PGCE (Manchester) PhD (Otago) | 1/4/2021 | Current | 31/3/2024 |
| Member elected by salaried (general) staff | Commenced | Terminated | Due to expire |
| Ms Catherine Clark BA (Murdoch) Grad Cert Public Health (UWA) MInfoMgmt (Curtin) GAICD | 18/6/2019 | Current | 17/6/2022 |
| Members elected by graduates | Commenced | Terminated | Due to expire |
| Ms Kim Gibson BAppSci (Physio) MA Public Sector Leadership GAICD FACHSM | 1/4/2021 | Current | 31/3/2024 |
| Dr Samantha Hall BCom (Curtin) MSc (Curtin) PhD (Curtin) | 1/4/2021 | Current | 31/3/2024 |
| Members elected by students | Commenced | Terminated | Due to expire |
| Mr Jeremy Ash (undergraduate) | 1/1/2021 | Current | 31/3/2022 |
| Mr Chris Hall (undergraduate) | 1/4/2020 1/4/2019 | 31/3/2021 31/3/2020 | |
| Ms May Majimbi (postgraduate) | 1/4/2021 1/4/2020 | Current 31/3/2021 | 31/3/2022 |

| 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 | 1/1/2022 1/1/2019 | Current 31/12/2021 | 31/12/2024 |
| Dr Andrew Crane (Appointed Chancellor from 1/01/2019) BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) IDPcert (INSEAD) FAICD | 1/4/2021 1/4/2018 | Current 31/3/2021 | 31/3/2024 |
| | | Previously appointed by the Governor 1/4/2015 – 31/3/2018 | |
| Dr Vanessa Guthrie AO (Appointed Pro Chancellor from 1/4/2020) BSc(Hons) (UNE) PhD (UTAS) Grad Dip (AGSM) Grad Dip (UWA) HonDSc (Curtin) FTSE FAICD | 1/4/2020 1/4/2017 | Current 31/3/2020 | 1/4/2023 |
| Dr Katherine Stannage MBBS (UWA) FRACS FAOrthA GAICD | 1/4/2020 | Current | 31/3/2023 |
| Mr David Southam BCom (Curtin) CPA MAICD | 1/4/2020 | Current | 31/3/2023 |
| Chairperson of the Academic Board | Commenced | Terminated | Due to expire |
| Professor Dale Pinto PhD (Law) (Melb) MTax (Hons) (Syd) PGradDipBus (Dist) (Curtin) BBus (Dist) (Curtin) FCPA FTMA FAAL CA CTA-Life AFAIM MAICD | 1/4/2020 1/04/2018 | Current 31/3/2020 | 31/3/2022 |

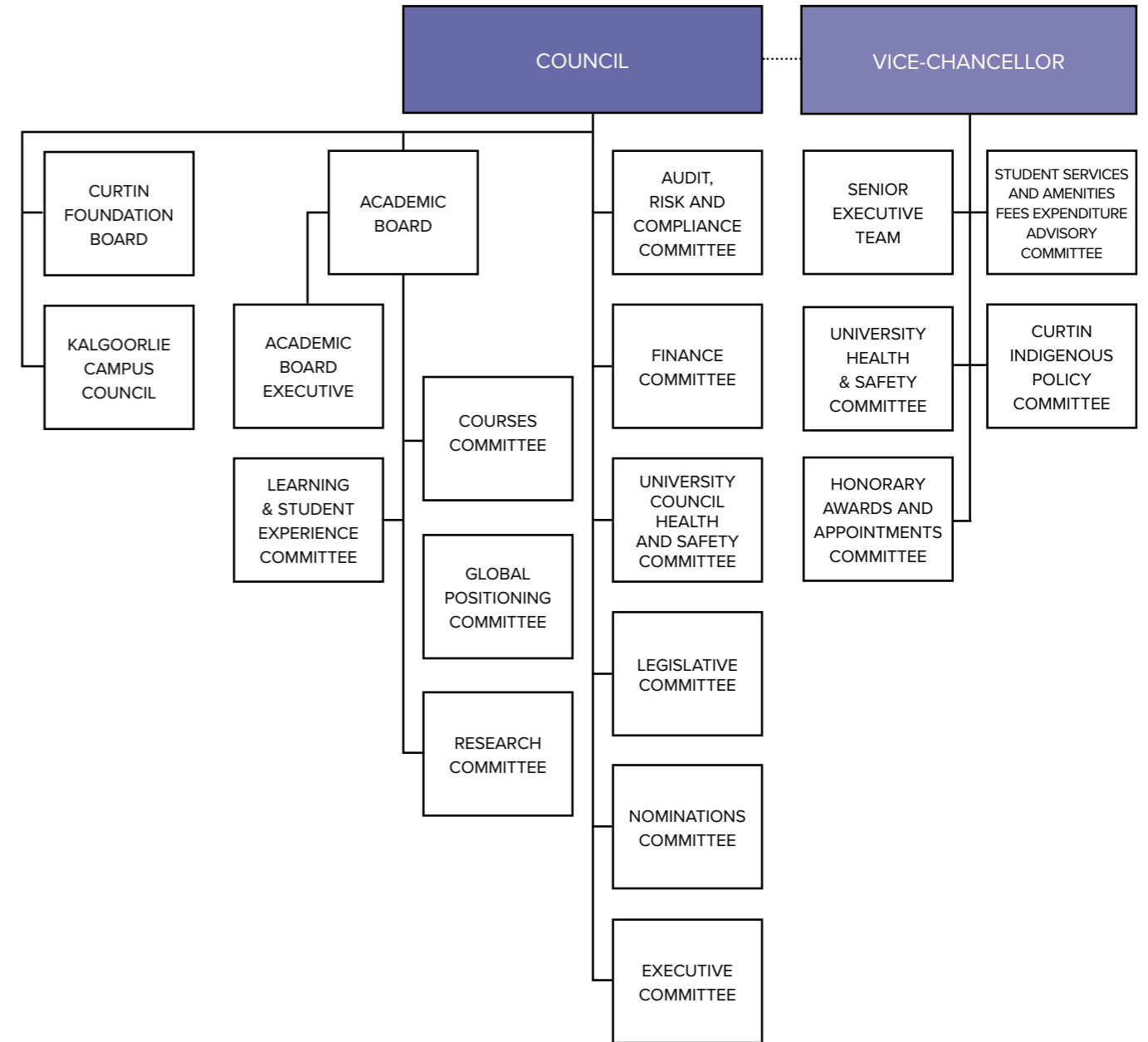
Report on operations (continued)

Members of Council (as at 8 December 2021)



From left to right: Dr Katherine Stannage, Michael Lundberg, Elisa Fear, Dr Vanessa Guthrie (Pro Chancellor), Professor Harlene Hayne (Vice-Chancellor), David Southam, Dr Andrew Crane (Chancellor), Kim Gibson, Dr Terry Agnew, Professor Dale Pinto, Damian Gordon, Catherine Clark, Jeremy Ash, Professor Julia Richardson [front], May Majimbi, Dr Samantha Hall [front].

Governance structure (as at 31 December 2021)

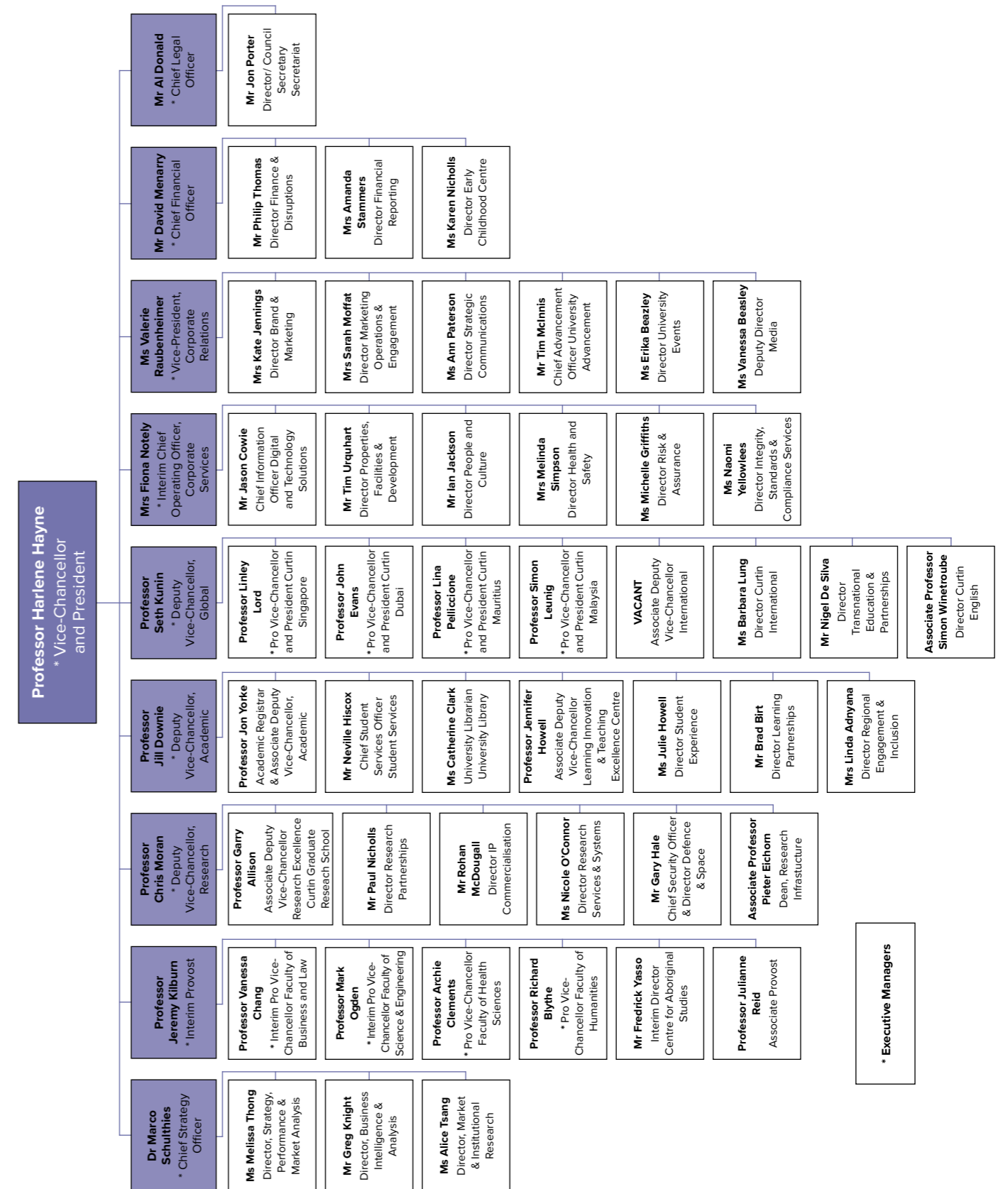


Report on operations (continued)

Senior Officers (as at 31 December 2021)

| | |
|---|----------------------------|
| Vice-Chancellor | Professor Harlene Hayne |
| Provost (Interim) | Professor Jeremy Kilburn |
| Deputy Vice-Chancellor, Global | Professor Seth Kunin |
| Deputy Vice-Chancellor, Research | Professor Chris Moran |
| Deputy Vice-Chancellor, Academic | Professor Jill Downie |
| Pro Vice-Chancellor, Indigenous Leadership and Strategy | Vacant |
| Pro Vice-Chancellor, Business and Law (Interim) | Professor Vanessa Chang |
| Pro Vice-Chancellor, Health Sciences | Professor Archie Clements |
| Pro Vice-Chancellor, Humanities | Professor Richard Blythe |
| Pro Vice-Chancellor, Science and Engineering (Interim) | Professor Mark Ogden |
| Pro Vice-Chancellor & President, Curtin Malaysia | Professor Simon Leunig |
| Pro Vice-Chancellor & President, Curtin Singapore | Professor Linley Lord |
| Pro Vice-Chancellor & President, Curtin Mauritius | Professor Lina Pelliccione |
| Pro Vice-Chancellor & President, Curtin Dubai | Professor John Evans |
| Chief Operating Officer (Interim) | Ms Fiona Notley |
| Vice President, Corporate Relations | Ms Valerie Raubenheimer |
| Chief Financial Officer | Mr David Menary |
| Chief Strategy Officer | Dr Marco Schultheis |
| Chief Legal Officer | Mr Alistair Donald |

Organisational chart (as at 31 December 2021)



Report on operations (continued)

Staffing matters

Staff summary (as at 31/03/2021)

| | Continuing/ Permanent | Fixed term/ Temporary | Total |
|------------------------------|-----------------------|-----------------------|-----------------|
| Academic Staff | 780.95 | 501.98 | 1,282.93 |
| Professional & General Staff | 1,263.14 | 534.97 | 1,798.11 |
| Total | 2,044.09 | 1,036.95 | 3,081.04 |

- Source: HR Reporting – Staff Workforce Profile Report run as at 31 Mar 2021
- FTE is FTE at a point in time as at 31 Mar 2021 for Continuing and Fixed term staff with an active contract calculated based on position fraction

Staffing policies and initiatives

- The deepening of Curtin's well-established culture of innovation remained an important foundational element of our organisational DNA this year, particularly as we continued to respond to the evolving challenges of the pandemic. Despite the significant challenges faced by our staff, 74 per cent of them chose to participate in the Ngalang Waangi (Our Voice) engagement survey this year with 81 per cent of them telling us they remain proud to work for Curtin, a similar result to 2021.
- Significant effort was made to further embed the Indigenous Cultural Capabilities Framework, with a number of new capability-building programs run this year to build awareness of First Nations knowledge. Level One programs included Wanju Curtin Mia, an On Country experience based on the Perth campus, and Wanju Boorloo which is a similar program operating around the Perth CBD campus. Level Two programs include a Carrolup Engagement Workshop designed to provide insights into the impacts of the Stolen Generations through the story of the Aboriginal child artists of Carrolup, whose works are on display at the John Curtin Gallery.
- The introduction of the 'One Curtin: Leading in a Global University' program this year preceded a more expansive series of academic leadership capability interventions planned for 2022. Whilst developing insights about their individual approach to leadership, staff from each of Curtin's campuses worked collectively on action learning projects including: Teaching and Learning and the Student Experience in a Global context; Global Teams, Virtual Communities; and Alumni and Industry Engagement.
- Additional personal development opportunities were initiated through the introduction of 19 learning programs covering a wide range of subjects, including academic supervision, health and safety, inclusive practice, cyber security, recruitment and selection and performance and career planning, amongst other areas.
- A broad range of policies and procedures have been refreshed this year including a number relating to the University's approach to diversity, inclusion and belonging. Those updated include our overarching diversity and equity policy and a number of procedures including diversity in the workplace, discrimination and harassment, and inclusive language.

- In responding to the challenging fiscal climate exaggerated by the pandemic, the University determined it would not provide any bonus payments in 2021 to the relatively small cohort of senior leaders who participate in the at-risk reward arrangement.

Industrial relations

- The *Curtin University Academic, Professional and General Staff Agreement 2017-2021* nominally expired on 30 June 2021 and, in preparation for its replacement, the University sought feedback and insights from staff as to what they consider priorities for any new arrangements. More than 1,000 staff attended workshops to provide input on what changes the University might pursue regarding appropriate terms and conditions for staff. This ongoing process follows the response of nearly 900 staff to an initial survey about the next Agreement. Staff feedback focused on workload, flexibility, competitiveness of conditions, remuneration and communication preferences. It also explored the relative importance of the next Agreement providing outcomes for the Curtin student experience, the quality of learning and teaching, the excellence of our research, community engagement and the financial sustainability of the University.
- On 27 March 2021, the *Fair Work Amendment (Supporting Australia Jobs and Economic Recovery) Act 2021* (Cth) (Fair Work Amendment Act) came into effect, introducing new provisions into the Fair Work Act 2009 (Cth) in relation to casual staff members. As a consequence, Curtin undertook a significant process (as prescribed by the Amendment) to consider and convert casual staff who met the legislative thresholds to permanent full-time or part-time employment.
- The University has also undertaken significant work this year to respond to the federal government's 'Your Future, Your Super' reform measures. The new arrangements require substantial changes to the University's operations due to the impacts of stapled super funds, particularly around the new requirement for choice of fund and the flow-on effect to Curtin's obligations under the UniSuper Trust Deed.

Occupational safety and health, workers compensation and injury management

Curtin recognises that health and safety risk is inherent in our business and the effective management of risk is vital to deliver our strategic objectives, continued growth and success. Curtin is committed to managing risks in a proactive and effective manner to ensure the health and wellbeing of its staff and students. The University continues to recognise the importance of safety leadership as a pillar in identifying and managing risk, with a key focus on positive performance indicators in 2022 to continually improve the safety culture within the Curtin community.

The COVID-19 pandemic requires the University to minimise the risk of transmission whilst maintaining safe delivery of services and ensuring the wellbeing of staff and students. This has necessitated the enhancement of hybrid teaching and learning models, risk-assessing activities against current

government guidelines, and ensuring adequate health and wellbeing services are available to the Curtin community.

Preparations have continued throughout the year for the pending approval of the new Western Australian Work Health and Safety legislation, due in 2022. These activities have included completing due diligence plans for officers, education regarding the changes in the Act at health and safety committee meetings, and regular updates to University Council. The continuation of these programs across Curtin will assist with a seamless transition to the new legislation in 2022.

Continuous improvement initiatives conducted in 2021 included a safety leadership summit, Safe Work Month awareness and mental health sessions.

2021 Reportable Key Performance Indicators

| Measure | Actual results | | | Performance | |
|--|----------------|------|------|------------------------------|-------------------|
| | 2019 | 2020 | 2021 | Target | Comment on result |
| Number of fatalities | 0 | 0 | 0 | 0 | Meets target |
| * Lost time injury/disease incidence rate (LTIIR) | 0.26 | 0.33 | 0.25 | 0 or 10% reduction | Exceeds target |
| ** Lost time injury/disease severity rate (LTISR) | 30 | 0.00 | 0.00 | 0 or 10% reduction | Meets target |
| *** Percentage of injured workers returned to work within: | | | | Greater than or equal to 80% | |
| (i) 13 weeks | 100% | 83% | 89% | | Exceeds target |
| (ii) 26 weeks | 100% | 100% | 100% | | |

Public Sector Commissioner's Circular (July 2018) describes target reductions by 2022 including:

- reduction in the number of worker fatalities due to injury of at least 20 per cent
- reduction in the incidence rate of claims resulting in one or more weeks off work of at least 30 per cent

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

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

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

Report on operations (continued)

Significant issues and trends

Effect of economic and other factors in 2021

The sector continued to be disrupted by the COVID-19 pandemic throughout 2021, with domestic students impacted by periodic shutdowns and restrictions, and international borders remaining closed, resulting in many students unable to commence their studies onshore. The sector was also faced with continuing financial pressures caused by continued impacts from COVID-19 in 2021, with many institutions undertaking large-scale restructures and redundancies to address financial sustainability.

Australia's strict border measures have significantly impacted the sector, with international enrolments down by 210,000 this year, and 130,000 international students continuing to study online. All states responded with support packages for students facing hardship, and changes to visa arrangements for existing international students have remained in place to ensure students can maintain visa privileges until they are able to return. Further to this, the Commonwealth Parliament's Joint Standing Committee on Migration recommends easing of immigration requirements for graduates with in-demand skills, which will be a welcoming incentive for returning students in 2022.

Domestic growth and the introduction of the Job-Ready Graduates Package

During 2020, the federal government announced the Job-Ready Graduates Package of reforms to deliver immediate support to the sector to further stimulate demand, with a particular focus on national priority areas. The package came into effect on 1 January 2021 and saw an increase in higher education funding of more than \$2 billion from 2020, which is expected to support up to 30,000 additional student places and 50,000 more short courses.

As part of the package, new funding has also been allocated to support universities to facilitate engagement with industry to develop job-ready graduates through the National Priorities and Industry Linkage Fund.

An early review in 2021 showed that first-year enrolments were increasing in national priority areas such as science, agriculture, information technology, education and engineering. Based on Senate Estimates from 25 out of 38 universities, key trends in commencing undergraduate enrolments by broad field of education include: agriculture and environmental courses, which experienced the largest increase in enrolments (13.6 per cent) and the largest decrease in student fees, from \$9,698 to \$3,950; enrolments in society and culture courses, which also went up 5.8 per cent, despite a nearly \$8,000 fee increase, to \$14,500; and management and commerce enrolments, which remained stable, despite the increased fees (also \$14,500 per year).

Due to the 'baby bonus' scheme which was introduced in 2002, growth in the Year 12 population is expected over the next few years, with further increases from 2025 onwards; however, the university sector is being impacted by a decline in Australian Tertiary Admission Rank (ATAR) attainment, and a

growing national focus on Vocational Education and Training (VET) qualifications.

Undergraduate certificates were introduced in 2020 in response to the pandemic and to encourage domestic students to learn new skills for a changing job market. They were subsequently included in the Provider Category Standards in February 2021, effective until the end of the year. While the future of this initiative is unclear, the opportunities for continuing short courses and different models of delivery will continue to develop, with microcredentials and a range of other options being actively integrated into university offerings.

Global market may take years to recover

Key global competitors (including the UK, US and Canada) reopened borders, reinvigorating and strengthening international student programs, including enhanced migration pathways. Australia's share of the global market for international students has declined from 18 per cent to 12 per cent in two years, whereas the UK, USA and Canada have improved their share. Australia's ability to attract international students and rebuild this important market once borders reopen remains a key focus area. The Department of Education is leading the development of an international education strategy to guide recovery of the sector over the next 10 years. The perception of Australia as a welcoming country will be crucial and there is also recognition across the sector that sustainability will be key to a new model, ensuring diversification in student markets and study areas is a priority.

The federal government has approved a pilot program for the return of a limited number of international students to continue their studies in NSW, commencing in December 2021. Under the plan, all quarantine places for students are in addition to those for returning Australians, and are being funded by universities. The Commonwealth is also in discussions with South Australia and Victoria.

Student experience drops to an all-time low

Student satisfaction at Australia's universities dropped to an all-time low in 2020 due to the impact of COVID-19. The Quality Indicators for Learning and Teaching Survey (QILT) showed that student satisfaction with university education had dropped sharply in 2020, reaching its lowest level since the survey began in 2012.

While a fully on-campus experience remains uncertain, the sector seeks to support students based on their individual needs and learning requirements. The sector continues to focus on developing best-practice and innovative models of teaching delivery and student engagement that seek to blend physical and digital participation, providing the best use of technology to create new and enhanced educational experiences.

Providing a safe campus environment is a priority for institutions across the country. Universities have worked hard to provide a COVID-safe environment to enable on-campus teaching and learning experiences where appropriate, working with government and following scientific advice to ensure student safety. Depending on local circumstances, some

institutions have chosen to support vaccination, rather than demand it, others have mandated vaccination for entry onto campus. There have also been incentives applied in some cases, to increase vaccination.

The sector is also acutely aware of the potential impact of the pandemic on staff and student mental health. In partnership with Headspace, Universities Australia launched the 'Real Talk' framework to help staff to identify and support colleagues and students who may be struggling with the uncertainty created by lockdowns, separation from loved ones, physical ill health, financial burdens and transitioning to different ways of learning and working.

Graduate outcomes remain strong

Short-term graduate employment rates have stabilised, and median salaries are on the rise despite the impact of COVID-19. The 2021 Graduate Outcomes Survey (GOS) shows employment rates for graduates four months after leaving university, with the overall employment rate for both full-time and part-time employment for recent graduates remaining broadly similar to last year.

The long-term graduate employment market remains strong with 88.9 per cent of graduates in full-time work three years after completing their studies. The 2021 GOS longitudinal data shows that almost nine out of ten graduates from Australian universities are in full-time work three years after graduating. More than three-quarters of graduates in employment three years out were working in professional or managerial jobs.

Industry engagement remains a critical focus area

Universities have commenced engagement with the National Priorities and Industry Linkage Fund pilot, which is set to run from 2022 to 2024. It offers institutions an opportunity to highlight their deep industry engagement and focus on developing metrics to drive stronger outcomes, including: increasing the number of internships, practicums and other innovative approaches to work-integrated learning across all disciplines; increasing the number of STEM-skilled graduates and improve their employment outcomes; and rewarding providers for the development of partnerships and collaborations with industry.

The inaugural round of the \$440 million Strategic University Reform Fund, which was announced in 2021, focused on projects across a range of priority areas including environment, agriculture, manufacturing and digital technology. The continuing support of government in this and other initiatives will increase industry-university engagement, improve commercialisation of applied research and enable response to local and national priorities. The sector awaits the outcomes of the scoping study for a university research commercialisation scheme further aimed at improving translation and commercialisation of university research.

The government continued support for employment pathways for students and financial incentives for universities to enrol students in 'industry PhDs'. This measure will introduce an additional weighting in the Research Training Program funding formula for PhD students who undertake an industry placement. The Australian Technology Network (ATN) has

launched 'Frontiers', a new higher degree by research professional development program that aims to transform Australia's next generation of PhD and Research Masters students into industry leaders. Co-created and delivered by expert academic and practitioner staff across ATN member universities, the program offers a suite of future-focused learning modules free of charge to ATN higher degree by research students. Courses, classes and big-picture summits cover entrepreneurship, engaging with industry and data analytics.

Increasing competition

The Federal budget 2021-22 focused on the VET sector through initiatives that include boosting apprenticeships and short courses, as well introducing the Job Trainer program. There is also support for non-university and English-language courses (ELICOS) providers.

Australian higher education students will also be afforded more choice after one new university and three university colleges were approved by Tertiary Education Quality Standards Agency (TEQSA) under the new category standards. The NSW-based Avondale University College is Australia's first new university in nearly 10 years, while three other university colleges – The National Institute of Dramatic Arts (NIDA), the Australian Film, Television and Radio School (AFTRS) and Moore Theological College – also gained TEQSA accreditation under a new category established as part of the revised Higher Education Standards Framework (Threshold Standards) 2021. Along with new category standards, the number of higher education provider categories has been reduced from six to four, and stronger research requirements have been put in place to ensure research from Australian universities meets world standards.

The increased market diversification presents an increasingly competitive landscape for the sector.

Regulatory pressures

Universities came under scrutiny in 2021, with a review of freedom of speech policies in response to the Model Code produced by former Chief Justice of the High Court Robert French in 2019. The review found that every university in the country had adopted a robust framework to protect freedom of speech among academics.

Universities were also called on to respond to the inquiry by the Parliamentary Joint Committee on Intelligence and Security (PJICIS) related to proposed wide-reaching cyber security legislation. Concern was expressed that legislation was disproportionate to the risks involved. The committee has the support of the sector in recommending that the bill be split in two. This would enable urgent response to immediate risks, while enabling broader consultation and engagement about longer-term outcomes. To ensure Australia's prosperity and security the sector recommends a risk-based and proportionate system that builds on the risk management and protections universities already have in place.

Amendments to the *Fair Work Act 2009* came into effect in March 2021 that change the workplace entitlements and obligations for casual employees. Universities are now obliged

Report on operations (continued)

to offer casual staff who meet the requirements permanent full-time or part-time employment. There has also been a review in relation to potential under-payment of staff in breach of wage rates set in enterprise agreements. The sector continues to respond to these issues and is committed to providing fair work arrangements for all staff.

TEQSA response to academic cheating services

TEQSA's Higher Education Integrity Unit was established in 2020 for oversight of a range of issues including admission standards, academic and research governance, student safety, foreign interference, cyber security, fraud and corruption. Academic cheating has been an area of focus in 2021 following the amendments made by the *Tertiary Education Quality and Standards Agency Amendment (Prohibiting Academic Cheating Services) Act 2020*. In 2021, the Higher Education Integrity Unit commenced sharing intelligence about commercial academic cheating services with Australian higher education providers and further to this, TEQSA was successful in obtaining a federal court order to block access to a commercial academic cheating services website.

Changes to the legal environment affecting the University in 2021

Commonwealth legislation

Australia's Foreign Relations (State and Territory Arrangements) Act 2020 (Cth)

This Act establishes a Scheme through which the Commonwealth seeks to ensure that arrangements between relevant Australian and foreign entities do not adversely affect Australia's foreign relations and are not inconsistent with Australia's foreign policy. With respect to universities, the Scheme requires arrangements with relevant foreign entities (including government and higher education providers) to be notified to the Minister for Foreign Affairs, who has power to terminate or amend the arrangement.

Higher Education Support Amendment (Freedom of Speech) Act 2021 (Cth)

This Act amends the *Higher Education Support Act 2003* (Cth) by requiring universities to have policies which uphold freedom of speech and 'academic freedom' as defined in The Honourable Robert French's Model Code on Freedom of Speech and Academic Freedom.

Online Safety Act 2021 (Cth)

This Act provides the eSafety Commissioner, Australia's online safety regulator, with improved powers to protect all Australians from the most serious forms of online harm. This legislation introduces a world-first cyber abuse scheme for Australians (including powers to order the removal of cyber abuse material); a strengthened image-based abuse scheme to address the non-consensual sharing of intimate images; an enhanced cyberbullying scheme for Australian children that enables the eSafety Commissioner to require the removal of material from online services; reduced take-down times for service providers to comply with notices to remove image-based abuse, cyberbullying, adult cyber abuse or seriously harmful online content; and a set of core Basic Online Safety Expectations for the technology industry. Under this Act, the eSafety Commissioner is provided with greater information-gathering powers to obtain identity information; conduct investigations; and issue fines and compulsory notices. The Act was due to come into effect on 23 January 2022.

Sex Discrimination and Fair Work (Respect at Work) Amendment Act 2021 (Cth)

This Act amends the *Fair Work Act 2009*, *Sex Discrimination Act 1984* and the *Australian Human Rights Commission Act*, which is aimed at strengthening, simplifying and streamlining existing legislative frameworks to protect workers from sexual harassment and other forms of sex discrimination in the workplace. The amendments include the alignment of terms with the model Health and Safety law such that the Act extends to persons not previously covered, such as interns, volunteers and self-employed workers; strengthening and clarifying existing provisions on sexual harassment, such as inserting a new legislative note into the *Fair Work Act* that

informs readers that sexual harassment in connection with the employee's employment can be a valid reason for dismissal and inserting a new provision in the *Sex Discrimination Act* to make it expressly clear that it is unlawful to harass a person on the ground of their sex; and varying the existing entitlement to compassionate leave in the *Fair Work Act* to provide for leave in the case of miscarriage. A Curtin working party has been established to deal with the issues arising from this Act.

Western Australian legislation

Protection of Information (Entry Registration Information Relating to COVID-19 and Other Infectious Diseases) Act 2021

This Act ensures that entry registration collected for the purpose of contact tracing cannot be used or disclosed for any purpose other than for contact tracing, and the responsible person for entry registration records must ensure that the record is stored securely until it is destroyed in accordance with the Act.

Work Health and Safety Act 2020 (WA)

This Act provides a framework to protect the health, safety and welfare of workers in Western Australian workplaces, and of other people who might be affected by the work. The Act aims to protect the health and safety of workers and other people by eliminating or minimising risks arising from work or workplaces and ensure fair and effective representation, consultation and cooperation to address and resolve health and safety issues in the workplace. The Act is largely based on the national *Work Health and Safety Act* used in other Australian states and territories (except Victoria) aiming to harmonise work health and safety law across Australia. The Act will come into full effect once the Work Health and Safety Regulations are finalised, which is expected to be in the first quarter of 2022.

Building and Construction Industry (Security of Payment) Act 2021

The Act aims to provide an effective and fair process for securing payments to persons who undertake to carry out construction work, or to supply related goods and services, in the building and construction industry. The Act introduces a shift in the balance in bargaining power between principals and contractors in Western Australia and brings WA's regime closer to the model adopted in other Australian states. This Act received assent in June 2021 and will have a staged implementation over the next 12 months; the object and commencement provisions of the Act are currently in effect and the remainder of the Act will come into force on days fixed by proclamation. The draft Regulations have been released for comment and, at this stage, the Act is expected to take full effect in August 2022.

Potential future legislation

Plan for Plastics (Western Australia)

The Western Australian Government has released its planned approach for the avoidance of single-use plastics, which will be phased in over the next two years. The plan, released in June 2021, envisaged legislation being developed and implemented by late 2021 for the state-wide phase-out of plastic plates, bowls, cups, cutlery, stirrers, straws, thick plastic bags, takeaway polystyrene food containers and helium balloon releases. By late 2022, legislation will be progressed for the state-wide phase-out of barrier/produce bags, polystyrene packaging, cotton buds with plastic shafts, microbeads, coffee cups/lids, polystyrene cups and oxo-degradable plastics.

Report on operations (continued)

Other disclosures and legal requirements

Academic Freedom and Freedom of Speech Policy

Curtin's Academic Freedom and Freedom of Speech Policy (**Policy**) is based on the Hon Robert French AC's *Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers (Model Code)*.

Professor Sally Walker's *Review of the Adoption of the Model Code (Review)* confirmed that Curtin's Policy is mostly aligned with the Model Code. The main source of non-alignment is that the Policy remains subject to the operation of Curtin's values, and the code of conduct that reflects them. Curtin remains comfortable that this is an appropriate policy setting for the University, which reflects the desire expressed by the University community throughout the extensive Policy consultation process to ensure our values remain central to all our operations.

However, Curtin has undertaken a series of additional alignment measures as recommended by the Review. We have commenced a broad review of our other policies and procedures and in 2022 will make updates to align further with the Policy. We will also adjust the Policy itself to ensure that contractual discretions are exercised in accordance with the Policy where this is consistent with the relevant contract.

In 2022, Curtin will take the opportunity to reaffirm and reinforce its commitment to academic freedom and freedom of speech at Academic Board, the University's peak academic governance body comprised of a broad range of staff, student and executive representatives. Discussion and feedback will also be invited on developments on these topics since the introduction of the Policy.

In 2022 we will also encourage the Student Guild executive to consider adopting an appropriate academic freedom and freedom of speech policy to cover the Guild's operations.

The 2021 national Student Experience Survey, conducted on behalf of the Australian Department of Education, Skills and Employment, included questions regarding students' views on freedom of expression on campus. Curtin's 2022 annual staff survey will also be updated to include questions regarding the management of academic freedom and freedom of speech. Results from these surveys will be reported each year.

No issues of concern came to the attention of Council during 2021 regarding academic freedom or freedom of speech.

Responsible Investment

The University is committed to responsible investing, which addresses risks and opportunities related to environmental, social and governance (ESG) issues, and integrates responsible investing into its long-term investment strategy.

In doing so, the University monitors – for the managed funds it invests in – ESG ratings; carbon footprints; proxy voting reports; and assessments of compliance with the UN Principles for Responsible Investment.

Act of Grace Payments

In 2021 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 2021 the following costs were recorded against these items:

| | Amount \$ (excl GST) |
|--|----------------------|
| Advertising Agencies | 929,101 |
| Campaign | - |
| Non Campaign | 929,101 |
| Market research organisations | 297,538 |
| Media advertising organisations | 4,416,923 |
| Grand Total | 5,643,562 |

Capital Works

Projects completed in 2021

Building 610: Curtin Institute of Radio Astronomy

- Commensurate with the importance of this institute, the facilities and services infrastructure were upgraded to improve functionality and also provide additional accommodation.
- Works commenced in 2020 and were completed in 2021 and within the project funding of \$2.2 million.

Building 701/703: Kalgoorlie Health Multidisciplinary Training Facility

- Accepted into the national Rural Health Multidisciplinary Training (RHMT) program, this project provides a strategic opportunity for a multidisciplinary clinical school in Kalgoorlie, leveraging Curtin's presence in the region.
- This facility in Kalgoorlie provides learning and teaching space for medical, nursing and allied health students and accommodates related coordination staff.
- Construction commenced in early in 2021, and was completed the same year and within the project funding of \$2.8 million.

General refurbishments

- In 2021, as per our recurrent refurbishment programs, a wide variety of works were committed and commenced including end-of-life toilet refresh and Universal Access Toilet upgrades in buildings 200A, 106C, 312, 408 and 401, with works to be completed in early 2022.
- The Hazmat response program included works on the Curtin Boat Shed (Building 121), plus scoping of the Building 306 gas reticulation remediation works.
- The Building 408 western elevation structural remediation commenced, with internal works and external brick remediation. The breezeblock wall replacement works for buildings 306, 307 and 308 also started at the end of 2021.
- Examples of key minor refurbishment projects delivered include: computer lab upgrade in Building 402; higher degree by research space refurbishment in Building 305; SAT space refurbishment in Building 108; Behavioural Science lab refurbishment in Building 201; various works at 137 St Georges Terrace; Trading Room refurbishment in Building 408; and storage space minor refurbishment in Building 104.
- The building upgrade and refurbishment for the Centre for Aboriginal Studies (Building 211) also commenced.

Major projects commenced or under construction in 2021

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

- Curtin executed the principal agreements in June 2019 with the selected private sector consortia to finance, deliver and operate the Exchange precinct and operate Curtin's existing student accommodation at Bentley.
- With an end capital value at circa \$300 million, the scope includes student accommodation, short-stay accommodation (hotel), apartments, industry partner space, retail, and supporting amenity and infrastructure.
- Included within the overall project, and integrated into the base build construction, are multiple leasing and capital works streams being undertaken by Curtin for the many retail tenancies, commercial spaces and surrounding public realm outcomes.
- Construction remained on track to achieve Operational Readiness by the end of 2021, ready for occupation to occur before the beginning of first semester in 2022.

Building 418: School of Design and the Built Environment

- Construction commenced in September 2019. Occupation of the building is expected to be in time for the start of first semester in 2022.
- With a project value of \$115 million, this building will be the home for the School of Design and the Built Environment, but also includes an additional 2,500 square metres of space fully integrated for industry partners. It remains on track to be completed within budget and for the revised completion date.

Building 105: TL Robertson Library upgrade

- The Library requires a major upgrade in order to provide a best-practice, contemporary fit for a purpose-built library facility, and to address the end-of-life plant and building services.
- The overall scope consists of a new services tower and related infrastructure upgrades, a new entrance, updating all floors from the ground and lower floors through to level six, and repurposing the top floor (level seven) from services space into useable floor area.
- The work commenced in December 2020, following COVID delays, and was initially planned as a two-stage construction project. The strategy has since been revised to undertake all works within the program in a single stage so that library operations are only impacted across 2021 and 2022. The upgrade is expected to be completed in time for the 2023 academic year.
- The now combined stage one and stage two project has a revised total funding provision of \$112.6 million.

Report on operations (continued)

Major projects forecast to commence construction in 2022

Building 208: Learning Future Lab

- The \$2 million lab is due to commence construction early in 2022 and forecast to be completed by late 2022.
- It will create a dedicated space for researchers to investigate the use of collaborative technology and evaluate ways in which technology will impact the role of educators in the future, with a focus on scalability.
- It will provide a facility for training and development sessions using collaborative technology to enable and enhance professional development, student learning experiences and industry connections across national and international sites.
- Additionally, it will provide a visible, accessible campus presence to anchor the prominence of learning and teaching at Curtin and represent the Curtin-Cisco Partnership.

The 'Dome' building and public realm

- The \$2.9 million project is currently in concept design stage. It is expected that upgrades, including the Dome refurbishment (the University's original fitness facility) and surrounding public environment will be completed by the end of 2022.
- The project aims to strengthen the interface between the bus interchange, the Exchange precinct and Curtin Stadium through strategic and functional urban and public realm outcomes.

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.
- These projects are included within the 2022 Capital Plan to a budget of \$11.6 million.
- The significant projects that are being delivered in 2022 include the refurbishment of the clinical skills laboratories, the upgrade of computer science laboratories, the Western Australian Argon Isotope Facility (WAAIF) Laboratory refurbishment, and the delivery of the MarOnet maintenance facility.

Building 316: Sciences Building

- Design for the new Sciences Building, a circa \$200 million facility, commenced planning in 2021, with construction forecast to commence in late 2023.



The Hayman Theatre won the Iwan Iwanoff Award for Small Project Architecture at the WA Architecture Awards. The project involved repurposing two obsolete lecture theatres to create a dynamic new home for the Hayman Theatre Company.



The most highly utilised building on Curtin's Bentley campus, the TL Robertson Library, is getting a major upgrade to update it for future generations of library users.



The completion of the new multi-storey accommodation blocks – Twin Dolphin Hall and St Catherine's College – heralds a new era of living and learning on campus. The facilities are located in the heart of Curtin's new Exchange precinct.

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 2021 are as follows:

| Position | Name | Type of remuneration | Period of membership | Gross/actual remuneration 2021 financial year ¹ |
|-------------------------------------|-----------------------|------------------------|----------------------|--|
| Council Member (Committee member) | Dr Terry Agnew | Annual | 12 months | \$20,000.00 |
| Council Member (Student) | Mr Jeremy Ash | Annual | 9 months | \$3,750.00 |
| Council Member (Chancellor) | Dr Andrew Crane | Annual | 12 months | \$80,000.00 |
| Council Member (Staff member) | Ms Catherine Clark | No entitlement | 12 months | Zero |
| Council Member (Vice-Chancellor) | Prof John Cordery | No entitlement | 3 months, 18 days | Zero |
| Council Member (Committee member) | Ms Elisa Fear | Annual | 12 months | \$20,000.00 |
| Council Member (Non-student member) | Ms Kim Gibson | Annual | 9 months | \$11,250.00 |
| Committee Member (Co-opted) | Ms Beth Gordon | \$2,000.00 per meeting | 12 months | \$22,000.00 |
| Council Member (Committee member) | Mr Damian Gordon | Annual | 12 months | \$20,000.00 |
| Council Member (Pro Chancellor) | Dr Vanessa Guthrie | Annual | 12 months | \$40,000.00 |
| Council Member (Student) | Mr Chris Hall | Annual | 3 months | \$1,250.00 |
| Council Member (Non-student Member) | Dr Samantha Hall | Annual | 9 months | \$11,250.00 |
| Council Member (Vice-Chancellor) | Prof Harlene Hayne | No entitlement | 8 months, 12 days | Zero |
| Council Member (Non-student Member) | Mr Michael Lundberg | Annual | 12 months | \$15,000.00 |
| Council Member (Student) | Ms May Majimbi | Annual | 12 months | \$5,000.00 |
| Committee Member (Co-opted) | Mr Matt Mueller | \$2,000.00 per meeting | 12 months | \$10,000.00 |
| Council Member (Staff member) | Prof Dale Pinto | No entitlement | 12 months | Zero |
| Council Member (Staff member) | Prof Julia Richardson | No entitlement | 12 months | Zero |
| Committee Member (Co-opted) | Ms Ann Robinson | \$2,000.00 per meeting | 12 months | \$10,000.00 |
| Committee Member (Co-opted) | Ms Vicki Robinson | \$2,000.00 per meeting | 6 months and 20 days | Zero |
| Council Member (Committee Chair) | Mr David Southam | Annual | 12 months | \$35,000.00 |
| Council Member (Non-student Member) | Dr Katherine Stannage | No entitlement | 12 months | Zero |
| Committee Member (Co-opted) | Mr Darren Weaver | \$2,000.00 per meeting | 12 months | \$22,000.00 |

¹The remuneration payments are voluntary and include sacrificed remuneration made as a donation to the Curtin University Foundation. The final quarterly payments were made on 6 January 2021.

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 2021, 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 2021, the following progress has been made against initiatives to address the outcomes prescribed under the legislation and monitored by the Department of Communities. The University continues to work towards embedding Universal Design principles into the design and delivery of all aspects of Curtin's activities for the benefit of all students, not just those with disability.

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

There has been a steady increase in the proportion of students with disability enrolled at Curtin. As well as real growth in numbers, this increase is also due to initiatives implemented to encourage students with disability to disclose their equity status.

A student-led John Curtin Leadership Academy project investigated barriers, making a series of recommendations currently under consideration for implementation. Results demonstrated the importance of repeat reminders to students to update their equity details, as a number of students developed disability, or were diagnosed, after commencement of their studies.

Improving our disclosure rate helps to increase Government funding provided to universities to support students with disability. It also improves Curtin's ability to plan and deliver appropriate programs and services to meet the requirements for these students.

The Student Wellbeing Advisory Service provides equity and advisory support for Curtin students including those living with disability as well as students from low SES backgrounds, Australian First Nations individuals, students who identify as LGBTIQ+, first in family attending university, and those from culturally and linguistically diverse backgrounds.

A total of 660 students who indicated they live with disability accessed the Student Wellbeing Advisory Service to assist and support them in dealing with various issues such as settling into university life; personal matters affecting their success or wellbeing; issues with their faculty, a member of

staff/their peers; and general concerns regarding their study or academic progress. Financial assistance to support the wellbeing of students with disability was also provided through hardship grants (bursaries) to 97 students with disability (out of a total of 2,695 recipients).

Former Curtin University Wesley Football Club (CUWFC) A grade (and Western Australian Football League) player, Andrew McCarrey, expressed an interest in returning to his old club to coach and build Curtin's integrated football team. Andrew is a current WA Integrated Side coach, who works for the Stephen Michael Foundation, delivering football outcomes to Indigenous players. The team's coaching staff now comprises Andrew, an assistant coach (who is a carer to one of the players), plus another assistant coach who is also a former AFLW player.

Twenty players joined initially, and ranks have since increased, with a waiting list.

The integrated side is comprised of athletes with various intellectual disabilities, including neurodiverse players, and others living with Down Syndrome. There are currently 13 teams in the integrated football competition, and the CUWFC side won the B-Grade Final at the conclusion of their very first season.

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

Universal Design Guidelines – Built Form is well understood and applied in all capital developments, providing guidance around built form expectations. COVID lockdowns and venue capacity restrictions have significantly reduced use of wider campus facilities and impacted upon face-to-face attendance by students on campus.

The Curtin Digital Wayfinding Tool (MazeMap) has been successfully implemented and will continue to need updating to reflect Library/other scheduled refurbishments. The map includes access and inclusion facets, such as obstacle-free routing, is compatible with screen reader technology, and allows users to identify and locate accessible bathrooms and ACROD parking bays around campus.

Curtin's Properties portfolio is committed to being responsive to community sentiment and planning for anticipated disability user requirements. Some synergies with other equity initiatives have been noted (such as implementation of all-gender bathrooms on campus), which has enabled people with carers of opposite gender to utilise 'regular' facilities, rather than accessible toilets.

Report on operations (continued)

Outcome 3: People with disabilities receive information from Curtin in a format that will allow them to access the information as readily as other people are able to access it

Curtin's Learning Innovation and Teaching Excellence Centre (LITEC) has continued to support rollout of BlackBoard Ally throughout 2021. The tool assesses the level of accessibility of content and provides in-context training for staff to improve existing content to meet accessibility requirements, in turn up-skilling them to create more accessible content in the future.

LITEC has supported use of the tool providing training to 42 staff attendees.

From June 2020 to June 2021, 73.2 per cent of 2.4 million pieces of content provided via Blackboard meets WCAG 2.1 level AA accessibility requirements (two per cent increase from 2019-2020).

In future, LITEC hopes to start working directly with Faculties to provide more targeted assistance in using BlackBoard Ally effectively, and to improve promotion and utilisation of the accessibility tool for the benefit of all students.

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

In partnership, Curtin and the Student Guild have implemented a 'Students as Partners' approach, demonstrating our commitment to fostering a community in which all staff and students are empowered to contribute to decision-making and governance. Curtin Guild's Student AccessAbility Officer will lead Curtin's engagement and consultation around creation of our next DAIP through their student disability peer network, once fully established. This officer is also a member of the University's Student Equity Working Group.

A survey was conducted in the second half of 2021 to understand students' experiences in establishing their Curtin Access Plan (CAP), as well as their preferences around distribution and implementation of their CAP. The survey went out to 2,105 students who had a CAP developed or updated since the start of 2019. Results were used to inform future processes, including whether to automate distribution to Unit Coordinators, and identify remedial actions required to address any issues regarding CAP implementation.

Based on feedback, a project has commenced to enable automated distribution of CAPs to Unit Coordinators, and aims to ensure an efficient process for providing reasonable adjustments.

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

Curtin's Integrity and Standards Unit (ISU) has indicated no disability/access and inclusion issues have been lodged since the Complaints Portal was launched in 2017. (The Portal passed accessibility checks prior to launch.) ISU is continuing to monitor responses to surveys issued and complaints received, and will report any systemic issues or trends to the Universal Design Working Party, which oversees implementation of the DAIP.

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

Curtin has clarified previously that it does not engage in 'public' consultation, other than in relation to the creation of its DAIP.

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

In July 2021, Recruit Curtin launched the University Specialist Employment Program (USEP) in partnership with Maxima Employment Solutions. USEP is a collaborative program preparing and connecting graduating tertiary students with a disability to employment relevant to their qualifications. An initiative of the National Disability Coordinator Officer (NDCO) Program, USEP has developed a network of providers and consultants who are co-located at 10 universities across Australia, with the sole objective of improving graduate employment outcomes for students with disability. Maxima Employment Solutions has an on-campus presence at Curtin every Wednesday, and students can book appointments through the UniHub Jobs and Events website.

In September 2021, Recruit Curtin partnered with Prosple to promote the 'Students with Disability Super Fair', a virtual careers fair organised by Prosple for students with a disability from any degree or background. There were 374 unique visitors attending the fair on the day from across Australia, with five students attending from Curtin.

Environmental sustainability

Development of Curtin Sustainable Development Plan

At Curtin, sustainability is one of the pillars of our strategic plan and our commitment to sustainable development is evident throughout our teaching, research, buildings and plans for the future. Numerous initiatives, courses and research programs are currently in place with delivery being undertaken by the different Faculties and business areas such as Properties, Facilities and Development and People and Culture.

In February 2020, Curtin University made a commitment to develop a consolidated approach to sustainability in relation to Curtin's physical footprint and profile in teaching and research, guided by the Sustainable Development Goals (SDGs).

A total of 470 staff and 102 students were engaged in workshops and surveys to better understand our Curtin community view and aspirations. Emerging themes include respondents' views that the University should show leadership in sustainable development (either national or global), and the desire for the physical environment to drive change and/or perform as an industry leader. Participants favoured investment in supporting research in specific SDGs and building partnerships for agreed shared goals with industry, government and other universities. In addition, the engagement showed that communications are scattered, and participants are rarely aware of sustainability initiatives already being undertaken by Curtin.

The detailed mapping against SDGs of activities in Research, Teaching & Student Experience and the Physical Environment was completed in 2021. All Curtin teaching units (~4,600), courses (~460) and research publications have been mapped against each SDG, providing a clear understanding of Curtin strengths.

The information gathered is informing the University's Sustainable Development Plan and Carbon Plan. The plans will outline Curtin's maturation journey to 2030.

Australian Technology Network commitment and results

In 2009, Curtin University joined the other Australian Technology Network (ATN) universities in committing to a collective emissions reduction target of 25 per cent by 2021, compared to 2007 baseline levels. The ATN universities released a report in November 2021 showing that they have significantly outperformed the 25 per cent target, with a collective emissions reduction of 46 per cent over the past 14 years.

Curtin's emission savings have been achieved while going through major growth, with 65,000sqm GFA added to the University's portfolio in this time. This represents a 37 per cent reduction in carbon intensity (CO₂ per m²), with more emissions reductions activities planned as part of the Greater Curtin Master Plan, which was awarded a 6 Star Green Star – Communities certification by the Green Building Council of Australia for its continued commitment to creating a sustainable and thriving campus.

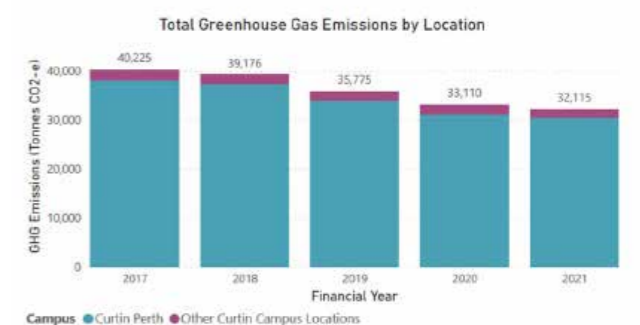
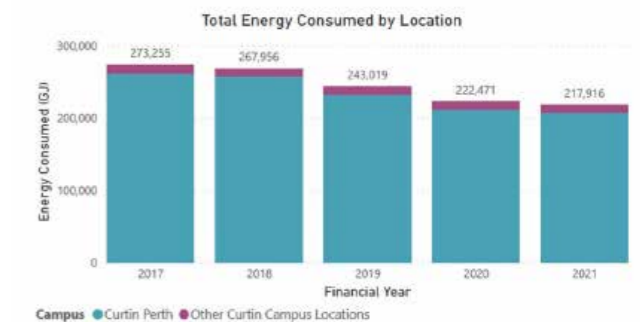
Utility management

Off the back of vastly different operational demands due to the COVID-19 pandemic and intermittent lockdowns, the University used the opportunity to further fine-tune building controls as part of its continued efforts to reduce its operational carbon footprint. This resulted in emissions dropping three per cent between the 2019/20 and 2020/21 financial years, despite students returning to in-person learning, extensive construction underway at both the TL Robertson Library and the Exchange Precinct on the Perth Campus, and the Midland Campus becoming fully operational.

Total energy consumption* in the 2020/21 financial year** was 217,916 gigajoules, down from 273,255 gigajoules in the 2016/17 financial year. Greenhouse gas emissions also dropped from 40,225t CO₂-e to 32,115 t CO₂-e over the same time period.

* 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)

Biodiversity and public places

2021 saw the continuation of the Black Cockatoo Action Plan, with the planting of 31 mature nut tree for Black Cockatoos. In addition, seeds have been collected from existing pine trees on campus to be grown and replanted to ensure future food sources. Nut trees provide 'fast food' to bridge the impending decline in mature forage resources for the endangered Black Cockatoo.

A new bush tucker garden has been created adjacent to the Mallokup Café. Produce is used in functions catered by the Student Guild and sold in the Mallokup Café. The initiative provides students an opportunity to try native ingredients and learn how these might be used.

Waste management

The University has set an operational waste diversion from landfill target of 80 per cent by 2025. The 2020/21 financial year average waste diversion rate was 49.7 per cent, which is in line with the objectives set for the year.

The year saw a total of 11.4 tonnes of e-waste being recycled. Curtin rolled out the Container Deposit Scheme receptacles, with funds raised donated to local charities each month. Organic bins are being rolled out and will further improve our diversion rate. Waste audits and reporting continue to be undertaken to identify opportunities for improvement, along with educational stalls and consistent messaging across the campus.

2020/21 Financial Year waste by weight

| Diversion (tonnes) | Landfill (tonnes) |
|--------------------|-------------------|
| 487.01 | 492.70 |

Marketing activities

Campaigns for courses and careers

In 2021, Curtin's recruitment strategies focused both on the competitive domestic market and engagement with the international market – which has a vital role in Western Australia's and the nation's economy – during the uncertainty of the COVID-19 pandemic. The University's 'Change is here' brand campaign continues to resonate with young people wanting to play a part in addressing major global issues, and complements the overarching brand proposition, 'Make tomorrow better', highlighting how Curtin can help this audience harness their passions and drive positive change. New channels such as TikTok, Twitch and various video-on-demand platforms were added to this year's media strategy. Testament to the campaign's success, in 2021 Curtin won major awards from Universities Australia (best marketing campaign of the year) and the Australian Marketing Institute (state award for creativity in brand, product or service marketing).

As an additional information resource for prospective students, and people seeking to upskill, diversify or change careers, Curtin implemented a month-long online program, **Curtin On-Demand**. Throughout September, participants from across Australia and the world could access sessions with academics and students, as well as webinars, virtual tours, information booths, consultations and chat rooms for student experience and student support. Curtin On-Demand was a resounding success, with almost 8,000 registrations and 85 per cent opting to receive further communications.

Targeted faculty campaigns were also developed in 2021 to promote courses over the 2021–22 summer and into 2022. The campaigns comprised 'Help change lives' (Health Sciences), 'The world needs Humanity' (Humanities) and 'Not Business as usual' (Business and Law). In addition, the suite of 'Curtin Credentials' courses – a major education initiative launched in 2021 – was promoted to industry professionals, highlighting how these flexible courses respond to the requirement for Western Australian professionals to regularly enhance their skillsets to meet their career goals and the needs of employers and industries.

Curtin Open Day and face-to-face engagement

The control of the COVID-19 pandemic in WA enabled Curtin to its hold largest recruitment activity as a face-to-face event. With remarkable agility, the team responded to the demand to hold Curtin Open Day three months earlier than the traditional August date, to coincide with Curtin's 'early offers' campaign and the earlier TISC application process. The introduction of early offers, whereby Curtin accepted applications directly from secondary school students prior to TISC opening, was seen as an appropriate way to reduce the anxiety for year 12 students during the pandemic. In a positive sign for WA's higher education sector, about 12,000 attended on the day.

The University capitalised fully on the window for face-to-face engagement in Western Australia. Future Student Engagement staff presented information at 350 events, to a total of 209 high schools and an audience of more than 40,000. This engagement is an important means of providing students, parents and teachers with information on Curtin's courses, alternative pathways, scholarships and an opportunity to showcase the Curtin student experience.

Engaging with international markets

The uncertainty of when the state can again welcome international students led to Curtin doubling-down on maintaining awareness and desire for prospective international students wishing to gain a qualification from a world-ranked university in Western Australia. A digital-led, omni-channel brand campaign in key international markets aimed to build on Curtin's brand equity and target prospective students. In addition, a hyper-local approach for China (a key market) was adopted, delivering engaging discovery storytelling about Curtin and Western Australia, through digital channels. In addition, production of a high-end global publication commenced to promote Curtin as a global university and highlight the University's and the state's contribution to international higher education.

Promoting Western Australian research and innovation

Responding to the desire of young people to help drive positive change, Curtin increased promotion of research collaborations – in public health, sustainability and social wellbeing, for example – to build awareness of the world-class research being conducted here in this state and the industry research collaborations at our global campuses. Initiatives included revamping Curtin's research website, creating research and industry-focused videos for the University's 10 study areas, and promoting the launch of the state's first spacecraft, Binar-1. Curtin's podcast, *The Future Of*, continues to be an important means of promoting Curtin-led research, with 21 episodes ranging from space to clean energy. Key sector events, such as the Curtinovation Awards and Research Rumble, also helped promote and nurture Western Australia's research, innovation and entrepreneurship in 2021.

Announcing Curtin Exchange

Curtin Perth's most important development for several decades, the Exchange precinct, adjacent to the Curtin Medical School at the northern end of campus, was regularly promoted. Via a comprehensive digital, outdoor and print media strategy, prospective students and their parents learned about Curtin's new accommodation options at Exchange, the immersive student experience and the positive education outcomes that result from living on campus. Significantly, the Vice-Chancellor headlined a Parent Information Evening, helping to promote the new accommodation options and her vision for students living and learning on campus.

Looking ahead

Market research is critical at present, in the most uncertain times that Australia's higher education sector has faced for decades. In 2021 Curtin invested in comprehensive, sophisticated audience research to understand changing drivers, pathways and motivations of key segments. The research focused on undergraduate markets and will inform our marketing activities for 2022 and beyond. Towards the end of the year Curtin commenced similar work for the postgraduate market.



The 2021 Curtin Open Day returned to a face-to-face event after having to be held online in 2020 because of COVID-19.

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 study load and the 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 students.curtin.edu.au/essentials/fees.

Reconciliation Action Plan (RAP)

The University began 2021 with a proposed interim Elevate RAP. Reconciliation Australia approved the plan early in the year, with commitments and targets now extending into 2022 to align with the development of the imminent new University strategic plan.

A RAP Working Group has been formed with the task of developing Curtin's next stage of reconciliation commitments.

Though restrictions resulting from the COVID-19 pandemic have continued to curtail some progress, including global engagement with First Nations and achievement of Cultural Capability targets, at the local Western Australian level, there has been significant activity during 2021. Highlights include:

- The Cultural Capability team (a reconfiguration of what was once the Office of Elder-in-Residence) continued to lead Curtin's Indigenous Cultural Capability Framework (ICCF), which guides Curtin's articulation of reconciliation education especially within the context of learning On Country. The framework is a dynamic construct, which was launched in 2014 and is endorsed by the Curtin Indigenous Policy Committee. In 2021, an ICCF Advisory Group, led by the Indigenous Cultural Immersion Coordinator, was reconvened and began to meet with the intention of evolving the Framework into the future.
- The University made more high-level appointments of Aboriginal people including:
 - **Professor Christopher Lawrence**, a Whadjuk and Ballardong man, as the Dean of Indigenous Engagement in the Faculty of Science and Engineering.
 - **Michelle Broun**, a Yindjibarndi woman, as the Curator, Australian First Nations Art in the John Curtin Gallery. This is the first time a dedicated, full-time Australian First Nations curator has been appointed to an Australian university art museum.
 - **Kathleen Toomath**, as the inaugural Carrolup Manager in the John Curtin Gallery. Ms Toomath is the daughter of the last-known surviving Carrolup artist, the late Alma Toomath (nee Cuttabutt), a Stolen Generations survivor who passed away in early 2021.



Curtin Volunteers! students visited the University's Nowanup Bush Campus during the year to gain further understanding of the ongoing culture of First Nations peoples. While there, they helped to construct walking tracks, steps, and mia mia huts (shelter structures) on the grounds of the campus.



Curtin and the Fremantle Football Club have had an alliance since 2015. In 2021, team members and staff took the opportunity to tour The Herbert Mayer Collection of Carrolup Artwork at the John Curtin Gallery and learn more about the terrible legacy of the Stolen Generations era in Western Australia.

- And notably, during the last weeks of 2021, the University was interviewing candidates for the new senior executive team position, Pro Vice-Chancellor Indigenous.
- Professor Stephen van Leeuwen, a highly-respected South West Boorjara Wardandi leader, and Australia's first Indigenous Chair for Biodiversity and Environmental Science, will lead a ground-breaking new Curtin-based training centre, the Healing Country Training Centre, that will drive a diversified Indigenous-led restoration economy. He and his team were awarded \$5 million from the federal government as part of their Industrial Transformation Research Program. They will support eight new Australia Research Council (ARC) research hubs and eight new ARC Training Centres to be led by Australian universities, involving significant collaborations with industry.
- There were several activities at the Nowanup Bush Campus with the student On Country units being oversubscribed (including for the first time a group of students from the Kalgoorlie Campus).
- Emma Garlett, a Nyiyaparli, Yamatji and Noongar Traditional Owner from Geraldton, who completed her LLB at Curtin Law School and is now studying a Bachelor of Laws (Honours) at UWA, was announced as one of the 2022 John Monash Scholars and awarded the Wesfarmers John Monash Scholarship.
- The annual Rob Riley Memorial Lecture, entitled 'Child Removals and Youth Detention: The exigency of a referendum on a First Nations Voice' was this year delivered by Professor Megan Davis, who was instrumental in developing and driving the Uluru Statement of the Heart. Professor Davis brought the actual signed (canvas) statement to Curtin, and it was on display during her lecture.
- The Missions Connect project, a virtual reality environment that brings together stories of Stolen Generations survivors and spatial imaging technology, won the Merit Award for Social Impact at the 2021 WA INCITE Awards.
- Professor Kim Scott's ARC Future Fellowship includes two Indigenous PhD scholarships and one postdoctoral research fellow.
- Students and staff from the Bachelor of Design (Animation and Game Design major) collaborated with the WA Country Health Service in Albany to produce an animated video clip with suicide prevention messaging, with particular consideration of Indigenous culture.
- During NAIDOC Week 2021, the Information Management and Archives team created a display which showcased the University's ongoing commitment to reconciliation over time. As well as evidence of more recent projects, such as the Carrolup Centre for Truth Telling, it also included evidence of institutional attempts at reconciliation going back nearly 50 years, such as: evidence of Curtin students at Cundelee in 1975 learning from the Elders; hosting of the Pacific Islands Festival in 1984; the development of the Ways of Working training in 1991; the first On Country journeys; and the University's Statement of Reconciliation and Commitment in 1998.
- In August, Emeritus Professor Judy Atkinson, a Jiman woman with Anglo-Celtic and German heritage, delivered the annual Human Rights Lecture, entitled, 'Lest We Forget: Children have Human Rights Too'.
- In May, Provost John Cordery, led a group from the Curtin community in the annual Walk for Reconciliation, organised by Reconciliation WA.

Report on operations (continued)

Recordkeeping - compliance with the State Records Act 2000 (WA)

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

- Significant work continues on identifying and processing legacy hard copy records across the Bentley campus.
- A project was commenced to improve the information management lifecycle and data retention timeframes for digital content.
- A new contract was established for offsite storage of physical records and improved storage facilities for permanent archival items.
- The Western Australian University Sector Disposal Authority is being reviewed in conjunction with other Western Australian public universities.
- A data retention process was implemented for the large survey data scans undertaken by the Murchison Widefield Array.
- Work is progressing by the Digitisation Centre of Western Australia on digitising the valuable collection of anthropological film reels in the Melanesian Film Archive.
- The process for the appraisal, collection and transfer of digital archival content into the University Archives for long term preservation has been updated.

Ongoing Records and Information Management Training

- More than 2,600 staff completed the online information management awareness training in 2021. All staff are required to complete this training within two months of starting at Curtin, and to repeat the training after three years.
- A variety of training sessions and educational resources are available to all staff on a range of information management topics.
- Information and awareness-raising activities in relation to privacy and Freedom of Information responsibilities were provided to staff.
- Feedback is sought from attendees and all training is reviewed regularly.

Risk management

COVID-19

- The Critical Incident Management response to COVID-19 across Curtin's global operations in 2020 continued throughout 2021, with a strong focus on staff and student wellbeing. The year commenced with lockdowns of the Perth, Peel and South-West regions. Graduation ceremonies were rescheduled, fieldwork and travel were suspended and safety measures put in place for essential workers on campus. Masks were worn at work following the lifting of the lockdown and capacity limits were reduced to the four square metre rule. By March 2021 capacity limits gradually increased to 75 per cent with the two square metre rule in place.
- At the end of April 2021, the campus was again placed into a snap three-day lockdown. During May, people could return to campus, initially with masks, with these requirements relaxed further during May. However in late June 2021, restrictions were again tightened including mask wearing indoors following a confirmed case of COVID-19 in the WA community. Mask restrictions progressed to lockdown, with the announcement that the COVID-19 Delta variant was becoming the dominant strain globally, which is highly contagious and responsible for more severe symptoms.
- By early July people could return to campus and follow strict mask wearing requirements. Restrictions were progressively eased and by August all capacity limits were lifted with our Western Australian campuses returning to full capacity for second semester.
- Curtin proactively promoted the 'Roll Up For WA!' campaign for staff and students, with easy access to vaccines through the Curtin Medical Centre and a vaccination clinic on the Kalgoorlie Campus. From September, a series of WA Government announcements regarding mandatory vaccination has extended progressively to certain persons, locations and activities across campus.
- In November, the WA Safe Transition Plan announced the proposed timing for interstate and international border restrictions to be lifted. However later in November 2021, the World Health Organisation declared the new COVID-19 variant Omicron as a variant of concern.
- Following the anticipated opening of the international borders in 2022, a Curtin taskforce was established to prepare for welcoming and supporting the return of our new and returning international students.
- Curtin worked closely with other Western Australian universities and the state government providing feedback on COVID learnings and seeking to establish an agreed university response that provides certainty around the different phases of the lockdown and approaches to vaccination.
- Curtin's global campuses in Dubai, Malaysia, Mauritius and Singapore also encountered significant disruption throughout 2021 due to COVID-19. Course delivery moved between online and face-to-face learning at different times

during 2021, depending on the in-country requirements for each campus. Vaccination programs also rolled out across our global campuses. Some jurisdictions recorded their highest ever daily COVID-19 cases during 2021.

Risk and assurance frameworks

- Work continued throughout 2021 to develop risk tools to support the *Guidelines to counter foreign interference in the Australian university sector* updated by the Australian Government in late 2021. Curtin now has an agreed risk appetite for foreign risk.
- A broader approach to enhance Curtin's risk appetite statements was piloted during development of the foreign risk appetite. The approach will see Curtin develop strategic and operational risk appetite statements in consultation with Executive Management and Council providing guidance around where Curtin is closed to taking certain risks, cautious in relation to certain risks as well as supporting opportunities and being clear about where Curtin is open to taking risks. The approach builds on a format used by the Department of Foreign Affairs and Trade in their Risk Management Guide. The risk appetite statements will be supported by Key Risk Indicators that aim to provide early warning of possible breaches of risk tolerances and appetites.
- Curtin has developed a risk culture dashboard that looks across the application of risk frameworks, the attitude of our people towards risk and the accountability and oversight for risk. The dashboard currently indicates areas of focus for each year. In future, it is planned to look for ways to measure performance against each element to provide assurance around Curtin's risk culture.
- The 2021 Strategic Risk Refresh is in progress and is now integrated as part of Curtin's strategic planning processes. For some years now the Committee of Sponsoring Organisations of the Treadway Commission has recommended integrating risk processes with strategy and performance. Curtin's revised approach to strategic risk will see both strategic risks and risk appetite reviewed alongside the development of strategy and strategic initiatives
- Work has commenced on reviewing Curtin's Risk Management Policy and Procedure and to incorporate some of the new approaches outlined above.
- Systemisation and digitalisation of risk management, business continuity and critical incident management processes has continued to be delayed, however remains a priority and will be a major focus in 2022.

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.

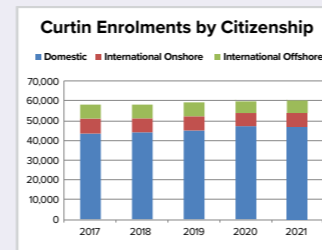
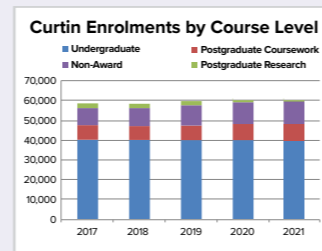
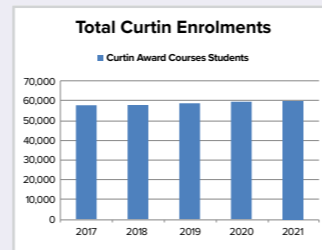
At 31 December 2021, the University had no subsidiaries.

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 2021 was due to be noted by Council at its meeting on 16 March 2022. The University complies with all 14 protocols.

Curtin key statistics

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---------------|---------------|---------------|---------------|---------------|
| STUDENT HEADCOUNT | | | | | |
| Total Curtin Enrolments | 56,646 | 56,686 | 57,789 | 59,202 | 59,939 |
| CURTIN ENROLMENTS BY CATEGORY | | | | | |
| Course Level | | | | | |
| Postgraduate Research | 2,353 | 2,231 | 2,064 | 2,059 | 1,948 |
| Postgraduate Coursework | 7,367 | 6,986 | 7,298 | 8,127 | 8,295 |
| Undergraduate | 39,914 | 39,824 | 39,768 | 39,725 | 40,057 |
| Non-Award | 8,634 | 9,048 | 10,245 | 10,917 | 11,305 |
| Broad Field of Education | | | | | |
| Agriculture, Environmental and Related Studies | 222 | 225 | 213 | 218 | 212 |
| Architecture and Building | 2,367 | 2,296 | 2,249 | 2,346 | 2,433 |
| Creative Arts | 888 | 896 | 1,145 | 1,492 | 1,763 |
| Education | 4,590 | 4,817 | 5,103 | 5,564 | 6,246 |
| Engineering and Related Technologies | 6,495 | 6,076 | 5,731 | 5,519 | 5,485 |
| Health | 9,369 | 9,400 | 9,626 | 9,751 | 10,213 |
| Information Technology | 412 | 415 | 396 | 754 | 1,054 |
| Management and Commerce | 12,472 | 12,067 | 12,112 | 11,747 | 11,021 |
| Natural and Physical Sciences | 4,485 | 4,545 | 4,465 | 4,251 | 4,040 |
| Non-award course, BOTP, or OUA unit | 1,776 | 1,703 | 1,815 | 1,515 | 1,141 |
| Society and Culture | 15,338 | 15,869 | 16,778 | 17,846 | 18,212 |
| DEMOGRAPHY AND EQUITY | | | | | |
| Student Citizenship | | | | | |
| Domestic Students | 42,430 | 42,952 | 43,917 | 46,019 | 47,853 |
| International Students studying in Australia | 7,370 | 6,883 | 6,981 | 6,512 | 5,573 |
| from : China (%) | 25% | 25% | 24% | 21% | 21% |
| Malaysia (%) | 12% | 12% | 12% | 11% | 11% |
| India (%) | 11% | 10% | 11% | 11% | 10% |
| Singapore (%) | 5% | 6% | 6% | 7% | 7% |
| Hong Kong (%) | 4% | 5% | 4% | 5% | 7% |
| International Students studying outside Australia | 6,846 | 6,851 | 6,891 | 6,671 | 6,512 |
| from : Malaysia (%) | 46% | 43% | 39% | 34% | 30% |
| Mauritius (%) | 20% | 20% | 22% | 23% | 23% |
| Singapore (%) | 10% | 11% | 12% | 11% | 12% |
| China (%) | 4% | 5% | 5% | 6% | 7% |
| Sri Lanka (%) | 4% | 3% | 3% | 4% | 7% |

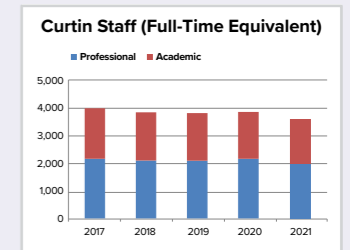
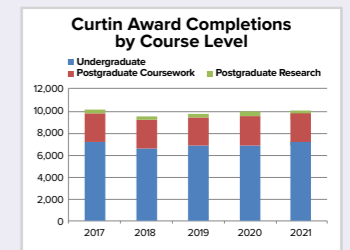
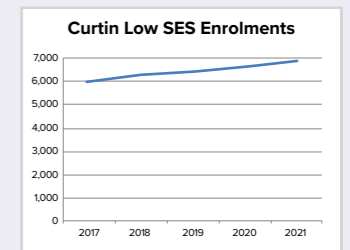
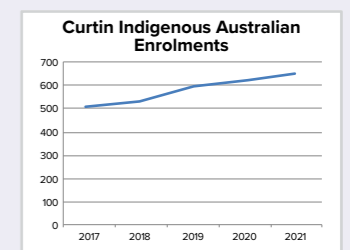
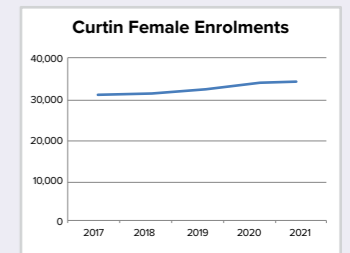


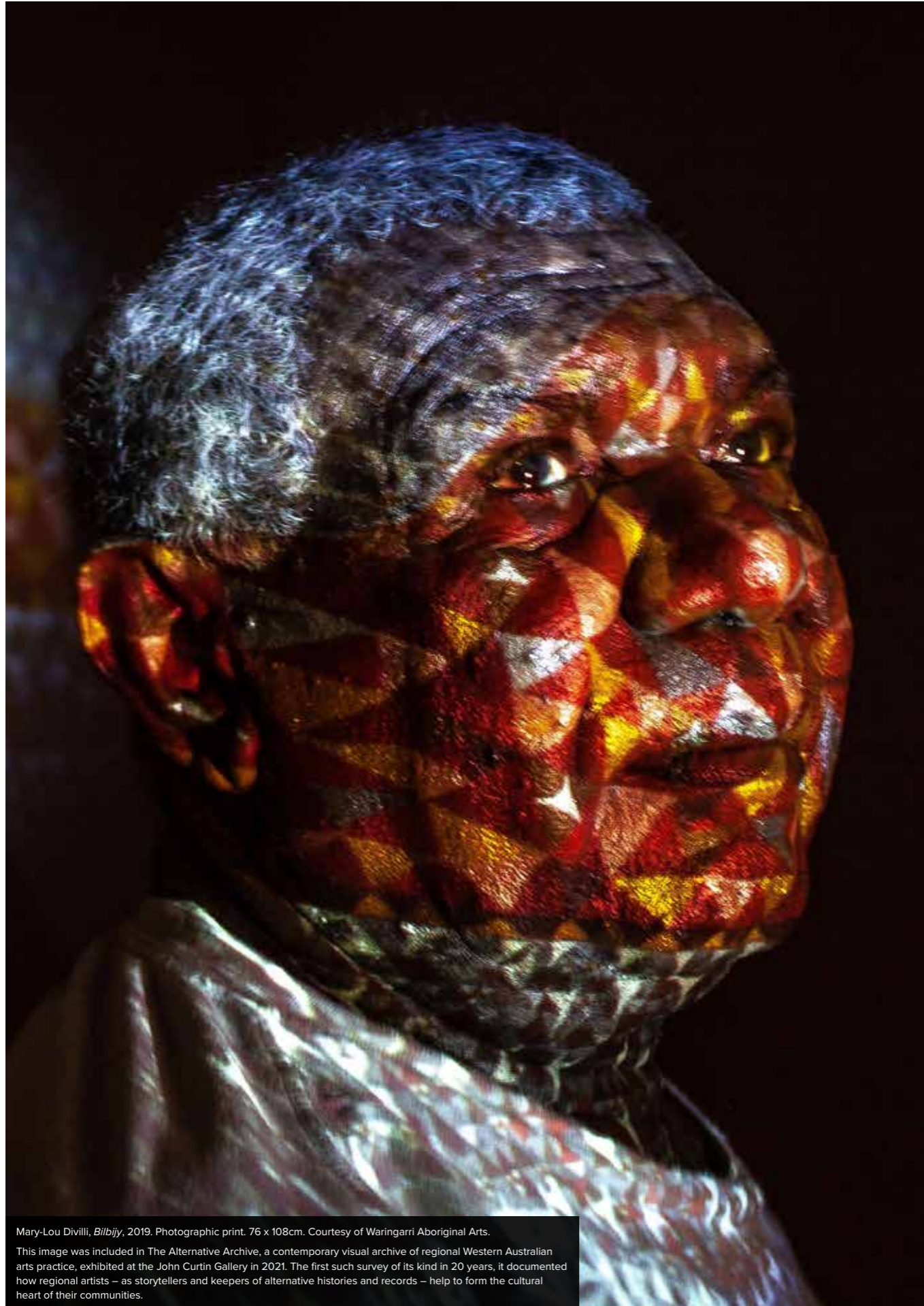
| | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---------------|---------------|---------------|---------------|---------------|
| Gender | | | | | |
| Female Students | 31,617 | 31,838 | 32,533 | 33,548 | 34,224 |
| Female Proportion | 56% | 56% | 56% | 57% | 57% |
| Indigenous Australian Students | | | | | |
| 509 | 532 | 594 | 618 | 661 | |
| Low Socio-Economic Status (SES) Students | | | | | |
| 5,952 | 6,222 | 6,351 | 6,569 | 6,928 | |
| AWARD COMPLETIONS | | | | | |
| Total Curtin Completions | 10,447 | 9,556 | 9,798 | 9,926 | 10,213 |
| Course Level | | | | | |
| Postgraduate Research | 347 | 311 | 326 | 348 | 331 |
| Postgraduate Coursework | 2,695 | 2,437 | 2,389 | 2,430 | 2,577 |
| Undergraduate | 7,405 | 6,808 | 7,083 | 7,148 | 7,305 |
| STAFF (FULL-TIME EQUIVALENT) # | | | | | |
| Total Curtin Staff | 3,993 | 3,847 | 3,815 | 3,839 | 3,644 |
| Work Function | | | | | |
| Academic | 1,829 | 1,748 | 1,725 | 1,696 | 1,653 |
| Teaching | 663 | 660 | 675 | 661 | 655 |
| Research | 504 | 476 | 449 | 434 | 429 |
| Teaching and Research | 595 | 555 | 549 | 545 | 524 |
| Other | 68 | 58 | 52 | 55 | 44 |
| Professional | 2,163 | 2,099 | 2,090 | 2,143 | 1,991 |

* 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 2021, while the prior year published in the 2020 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and WA campuses only.





Mary-Lou Divilli, *Bilbijji*, 2019. Photographic print. 76 x 108cm. Courtesy of Waringarri Aboriginal Arts.

This image was included in The Alternative Archive, a contemporary visual archive of regional Western Australian arts practice, exhibited at the John Curtin Gallery in 2021. The first such survey of its kind in 20 years, it documented how regional artists – as storytellers and keepers of alternative histories and records – help to form the cultural heart of their communities.

Independent Auditor's Report



Auditor General

INDEPENDENT AUDITOR'S REPORT 2021 CURTIN UNIVERSITY

To the Parliament of Western Australia

Report on the Financial Statements

Opinion

I have audited the financial statements of Curtin University (University) which comprise:

- the Statement of Financial Position as at 31 December 2021, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the year then ended
- 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 2021 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and relevant Treasurer's Instructions, and Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act)* and the Australian Charities and Not-for-profits Commission Regulation 2013.

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*, *ACNC Act* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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.

Independent Auditor's Report (continued)

The University Council's Responsibilities for the Financial Statements

The University Council is responsible for:

- keeping proper accounts
- 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 the *ACNC Act*
- 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 entity'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 Responsibilities 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. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

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

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 2021.

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*, 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.

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.

Independent Auditor's Report (continued)

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 2021. 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 2021.

The University Council's Responsibilities 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 it 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 Responsibilities

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 University'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.

Other information

The University Council is responsible for the other information. The other information is the information in the entity's annual report for the year ended 31 December 2021, but not the financial statements, key performance indicators and my auditor's report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

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

This auditor's report relates to the financial statements, controls and key performance indicators of Curtin University for the year ended 31 December 2021 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, controls 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, controls or key performance indicators. If users of the financial statements, controls 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, controls and key performance indicators to confirm the information contained in this website version of the financial statements, controls and key performance indicators.



Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
18 March 2022

Financial Report 2021

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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 2021 and the financial position as at 31 December 2021.

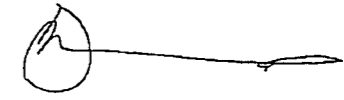
At the date of signing, we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



Dr Andrew Crane
Chancellor



Professor Harlene Hayne
Vice-Chancellor



Mr David Menarry
Chief Finance Officer

Dated this 16th day of March 2022

CERTIFICATION OF THE FINANCIAL STATEMENTS REQUIRED BY THE DEPARTMENT OF EDUCATION, SKILLS AND EMPLOYMENT

We declare that the amount of Australian Government financial assistance expended during the financial year ended 31 December 2021 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 Harlene Hayne
Vice-Chancellor

Dated this 16th day of March 2022

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2021

| | Note | 2021 \$'000 | 2020 \$'000 |
|--|--------|----------------|----------------|
| Revenue from Continuing Operations | | | |
| Australian Government financial assistance: | | | |
| Australian Government grants | 3.1(g) | 428,213 | 366,506 |
| HELP – Australian Government payments | 3.1(b) | 189,241 | 203,785 |
| HECS-HELP – student payments | | 17,576 | 16,836 |
| State and Local Government financial assistance | 3.2 | 11,845 | 11,808 |
| Fees and charges | 3.3 | 172,270 | 195,546 |
| Royalties | 3.4 | 18,871 | 20,622 |
| Consultancy and contract research | 3.5 | 31,537 | 38,517 |
| Other revenue | 3.6 | 36,979 | 38,009 |
| Investment revenue | 4 | 89,530 | 11,086 |
| Total Revenue from Continuing Operations | | 996,062 | 902,715 |
| Net gain/(loss) on disposal of non-current assets | | 94 | (176) |
| Total revenue and income from continuing operations | | 996,156 | 902,539 |
| Expenses from Continuing Operations | | | |
| Employee related expenses | 5 | 531,221 | 571,747 |
| Depreciation and amortisation | 15 | 75,016 | 73,867 |
| Repairs and maintenance | 6 | 13,336 | 12,354 |
| Borrowing costs | 7 | 3,454 | 3,871 |
| Impairment of assets | | 1,408 | 641 |
| Deferred superannuation expense | 5 | 239 | 292 |
| Other expenses | 8 | 258,171 | 240,865 |
| Total Expenses from Continuing Operations | | 882,845 | 903,637 |
| Net Operating Result for the Year | | 113,311 | (1,098) |
| Total Comprehensive Income | | 113,311 | (1,098) |

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

STATEMENT OF FINANCIAL POSITION

as at 31 December 2021

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|------|------------------|----------------|
| ASSETS | | | |
| Current Assets | | | |
| Cash and cash equivalents: | | | |
| Unrestricted | 9(a) | 137,188 | 48,893 |
| Restricted | 9(a) | 38,855 | 8,883 |
| Receivables | 10 | 32,495 | 37,269 |
| Inventories | 11 | 288 | - |
| Other financial assets: | | | |
| Unrestricted | 12 | - | 450 |
| Restricted | 13 | 171,266 | 186,060 |
| Other non-financial assets | 14 | 58,963 | 34,604 |
| Total Current Assets | | 439,055 | 316,159 |
| Non-Current Assets | | | |
| Receivables | 10 | 46,406 | 52,019 |
| Inventories | 11 | 576 | - |
| Other financial assets - unrestricted | 12 | 393,270 | 394,166 |
| Other non-financial assets | 14 | 3,433 | 3,701 |
| Property, plant and equipment | 15 | 1,365,165 | 1,234,746 |
| Total Non-Current Assets | | 1,808,850 | 1,684,632 |
| Total Assets | | 2,247,905 | 2,000,791 |
| LIABILITIES | | | |
| Current Liabilities | | | |
| Trade and other payables | 16 | 44,165 | 32,508 |
| Financial Liabilities - Service Concessions | 17 | 10,210 | 3,957 |
| Borrowings | 19 | 6,433 | 5,497 |
| Provisions | 20 | 71,157 | 79,385 |
| Other liabilities | 18 | 280,929 | 237,423 |
| Total Current Liabilities | | 412,894 | 358,770 |
| Non-Current Liabilities | | | |
| Trade and other payables | 16 | 29,650 | 16,109 |
| Financial Liabilities - Service Concessions | 17 | 140,644 | 100,646 |
| Borrowings | 19 | 27,610 | 30,268 |
| Provisions | 20 | 96,689 | 96,122 |
| Other liabilities | 18 | 28,231 | - |
| Total Non-Current Liabilities | | 322,824 | 243,145 |
| Total Liabilities | | 735,718 | 601,915 |
| Net Assets | | 1,512,187 | 1,398,876 |
| EQUITY | | | |
| Retained earnings | 21 | 1,512,187 | 1,398,876 |
| Total Equity | | 1,512,187 | 1,398,876 |

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 2021

| | Note | Retained Earnings \$'000 | Total Equity \$'000 |
|------------------------------------|------|-----------------------------|------------------------|
| Balance at 1 January 2020 | | 1,399,974 | 1,399,974 |
| Net operating result for the year | 21 | (1,098) | (1,098) |
| Balance at 31 December 2020 | | 1,398,876 | 1,398,876 |
| Net operating result for the year | 21 | 113,311 | 113,311 |
| Balance at 31 December 2021 | | 1,512,187 | 1,512,187 |

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 2021

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|--------|-----------------|----------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Receipts | | | |
| Australian Government grants received | 3.1(h) | 655,978 | 569,927 |
| State and Local Government financial assistance | | 19,130 | 21,031 |
| HECS-HELP – student payments | | 14,313 | 20,099 |
| Fees and charges | | 180,511 | 196,135 |
| Royalties | | 17,779 | 20,760 |
| Consultancy and contract research | | 41,533 | 40,107 |
| Interest received | | 467 | 904 |
| Distributions received | | 38,890 | 22,059 |
| Other | | 13,664 | 12,362 |
| GST refunds received | | 16,123 | 17,695 |
| Payments | | | |
| Payments for employee benefits | | (537,914) | (558,406) |
| Payments to suppliers | | (245,561) | (239,206) |
| Interest and other costs of finance paid | | (2,099) | (2,452) |
| Lease payments for low-value assets | | (1,125) | (5,185) |
| Net cash provided by/(used in) operating activities | 9(b) | 211,689 | 115,830 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Payments for property, plant and equipment | | (111,707) | (132,813) |
| Proceeds on sale of property, plant and equipment | | 558 | 36 |
| Payments for investments | | (413,428) | (34,196) |
| Proceeds on redemption of investments | | 454,638 | 12,790 |
| Net cash provided by/(used in) investing activities | | (69,939) | (154,183) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Repayments of borrowings | | (2,446) | (2,290) |
| Proceeds from borrowings | | - | - |
| Repayment of Lease Liabilities | | (4,509) | (3,280) |
| Net cash provided by/(used in) financing activities | | (6,955) | (5,570) |
| Net increase/(decrease) in cash and cash equivalents | | 134,795 | (43,922) |
| Movement in money held on trust | | (16,528) | (14,956) |
| Cash and cash equivalents at the beginning of the financial year | | 57,776 | 116,654 |
| Cash and cash equivalents at the end of the financial year | 9(a) | 176,043 | 57,776 |

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 2021

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

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, Skills and Employment, 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 16th day of March 2022.

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 22(b)).

Accrual basis of accounting

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

COVID-19

COVID-19, an infectious respiratory disease, was declared a world-wide pandemic by the World Health Organisation on 11 March 2020. The worldwide impacts of COVID-19 have continued in 2021.

The University's financial performance in 2021 was affected by the associated travel restrictions resulting in reduced revenue from international students studying in Australia (included within Fees and Charges in the Statement of Comprehensive Income).

However, the overall impact to the University's financial position has not been significant, with decreased revenues largely offset by reduced expenditure, while prioritising the health and wellbeing of our students and staff.

We anticipate managing the future impact to revenues similarly, and accordingly the financial statements continue to be presented on a going concern basis.

The critical accounting estimates and judgements in Note 1 (b) continue to be relevant and have not been impacted by the pandemic, and no additional accounting estimates or judgements were required in the preparation of these financial statements. Consequently, there is no impact on the measurement of assets and liabilities in the Statement of Financial Position.

The University will continue to monitor the effects of the pandemic on operations and take actions as appropriate to manage the financial and other impacts.

(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.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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;
- Estimating the fair value of financial assets (such as listed and unlisted shares) that are not traded on an open market; and
- Actuarial based probability factors including death, incapacity, age retirement, are used in calculating employee based provisions including long service leave.

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.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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.

(h) New Accounting Standards and Interpretations

The following standards have been issued but are not mandatory for 31 December 2021 reporting periods. The effective date is 1 January 2023 for all standards. The University has elected not to early adopt them. There is no material impact to the University in adopting these standards.

- AASB2020-1: Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current.
- AASB2020-6 : Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date.
- AASB2021-2 : Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates.

(i) 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. Refer to note 15(c) for further details of the accounting policy related to service concession arrangements.

(j) Initial application of the International Financial Reporting Standards Interpretations Committee (IFRS IC) Agenda Decisions**Software-as-a-Service (SaaS) arrangements**

In April 2021, the IFRS IC published an agenda decision relating to the accounting for configuration and customisation costs incurred related to a Software as a Service (SaaS) arrangement. As a result, the University has reviewed its accounting policy in relation to configuration and customisation costs incurred in implementing SaaS arrangements. There has been no significant impact to the University from this decision.

2 DISAGGREGATED INFORMATION

| | Revenue | | Results ¹ | | Assets | |
|---------------------|----------------|----------------|----------------------|----------------|------------------|------------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| Geographical | | | | | | |
| Australia | 976,930 | 883,525 | 108,239 | (6,209) | 2,247,905 | 2,000,791 |
| Asia | 14,441 | 14,315 | 3,830 | 3,205 | - | - |
| Other | 4,691 | 4,875 | 1,242 | 1,906 | - | - |
| Total | 996,062 | 902,715 | 113,311 | (1,098) | 2,247,905 | 2,000,791 |

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 2021

3.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOAN 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 | 2021 \$'000 | 2020 \$'000 |
|--|-------|----------------|----------------|
| (a) Commonwealth Grants Scheme and Other Grants | | | |
| Commonwealth Grants Scheme | | 284,348 | 257,992 |
| Indigenous Support Program | | 1,035 | 1,095 |
| Disability Support Program | | 132 | 188 |
| Partnership and Participation Program | | 4,336 | 4,259 |
| Total Commonwealth Grants Scheme and Other Grants | 32(a) | 289,851 | 263,534 |
| (b) Higher Education Loan Programs (excl OS-HELP) | | | |
| HECS-HELP | | 159,788 | 175,811 |
| FEE-HELP | | 27,040 | 25,776 |
| SA-HELP | | 2,413 | 2,198 |
| Total Higher Education Loan Programs | 32(b) | 189,241 | 203,785 |
| (c) Research Training Program | | | |
| Research Training Program | | 27,826 | 27,169 |
| Commonwealth Education Costs Scholarships | | 269 | 204 |
| Total Research Training Program | 32(c) | 28,095 | 27,373 |
| (d) Research Support Program | | | |
| Research Support Program | | 44,274 | 20,843 |
| Total Research Support Program | 32(d) | 44,274 | 20,843 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

| | Note | 2021 \$'000 | 2020 \$'000 |
|--|-------|----------------|----------------|
| 3.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOAN PROGRAMS (HELP) (continued) | | | |
| (e) Australian Research Council (ARC) | | | |
| (i) Discovery | | | |
| Project | | 7,835 | 11,758 |
| Fellowships | | 4,078 | 4,000 |
| Total Discovery | 32(e) | 11,913 | 15,758 |
| (ii) Linkages | | | |
| Infrastructure | | 3,464 | 1,106 |
| Projects | | 3,812 | 3,083 |
| Total Linkages | 32(e) | 7,276 | 4,189 |
| (iii) Centres | | | |
| Centres | | 1,868 | 990 |
| Others | | 256 | 98 |
| Total Centres | 32(e) | 2,124 | 1,088 |
| Total ARC | | 21,313 | 21,035 |
| (f) Other Australian Government Financial Assistance | | | |
| Non-capital | | | |
| CRC Cooperative Research Centres Funding | | 6,962 | 2,636 |
| CSIRO Flagship Collaborative Research Program | | (32) | 32 |
| NHMRC Grants | | 9,368 | 7,966 |
| Other Commonwealth Research Income | | 11,927 | 13,721 |
| Other Teaching Grants | | 3,009 | 4,016 |
| Other Commonwealth Grants | | 5,923 | 3,292 |
| Research Funds from Other organisations | | 6,129 | 1,266 |
| | | 43,286 | 32,929 |
| Capital | | | |
| CRC Cooperative Research Centres Funding | | 162 | - |
| Other Commonwealth Research Income | | 1,232 | 456 |
| Other Commonwealth Grants | | - | 336 |
| | | 1,394 | 792 |
| Total Other Australian Government Financial Assistance | | 44,680 | 33,721 |
| Total Australian Government Financial Assistance | | 617,454 | 570,291 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|-------|----------------|----------------|
| 3.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued) | | | |
| (g) Reconciliation | | | |
| Australian Government grants [a+c+d+e+f] | | 428,213 | 366,506 |
| HECS-HELP payments | | 159,788 | 175,811 |
| FEE-HELP payments | | 27,040 | 25,776 |
| SA-HELP payments | | 2,413 | 2,198 |
| | | 189,241 | 203,785 |
| Total Australian Government Financial Assistance | | 617,454 | 570,291 |
| (h) Australian Government Grants received – cash basis | | | |
| CGS and Other Education Grants | 32(a) | 319,397 | 266,373 |
| Higher Education Loan Programs | 32(b) | 208,457 | 198,413 |
| Research Training Program | 32(c) | 28,095 | 27,373 |
| Research Support Program | 32(d) | 44,274 | 20,843 |
| ARC grants - Discovery | 32(e) | 9,463 | 11,364 |
| ARC grants - Linkages | 32(e) | 3,452 | 4,271 |
| ARC grants - Centres | 32(e) | 2,124 | 1,088 |
| Other Australian Government Grants | | 36,240 | 30,295 |
| Total Australian Government Grants Received – Cash Basis | | 651,502 | 560,020 |
| OS-HELP (Net) | 32(f) | - | 5,038 |
| Superannuation Supplementation | 32(g) | 4,476 | 4,869 |
| Total Australian Government Funding Received – Cash Basis | | 655,978 | 569,927 |
| 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 | | 11,845 | 11,634 |
| Capital | | | |
| State Government | | - | 174 |
| Total State and Local Government Financial Assistance | | 11,845 | 11,808 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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 | 2021 \$'000 | 2020 \$'000 |
|--|------|----------------|----------------|
| Course Fees and Charges | | | |
| Fee-paying onshore overseas students | | 126,694 | 153,318 |
| Fee-paying offshore overseas students | | 9,246 | 7,591 |
| Continuing education | | 349 | 380 |
| Fee-paying domestic postgraduate students | | 7,236 | 6,450 |
| Fee-paying domestic non-award students | | 15,929 | 18,081 |
| Total Course Fees and Charges | | 159,454 | 185,820 |
| Other Non-Course Fees and Charges | | | |
| Late fees | | 142 | 129 |
| Library fines | | 23 | 31 |
| Parking fees | | 5,859 | 4,288 |
| Registration fees | | 37 | 50 |
| Ancillary fees | | 12 | 12 |
| Student accommodation | | 1,357 | 931 |
| Student Services and Amenities Fees | | 4,017 | 2,908 |
| Other fees and charges | | 1,369 | 1,377 |
| Total Other Non-Course Fees and Charges | | 12,816 | 9,726 |
| Total Fees and Charges | | 172,270 | 195,546 |

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 | | 18,871 | 20,622 |
| Total Royalties | | 18,871 | 20,622 |

3.5 CONSULTANCY AND CONTRACT RESEARCH**ACCOUNTING POLICY**

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

| | | | |
|--|--|---------------|--------|
| Consultancy | | 2,473 | 2,817 |
| Contract research | | 29,064 | 35,700 |
| Total Consultancy and Contract Research | | 31,537 | 38,517 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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 | 2021 \$'000 | 2020 \$'000 |
|---|------|----------------|----------------|
| Trading income | | 6,449 | 6,080 |
| Rental income | | 6,499 | 6,819 |
| Donations | | 6,292 | 4,777 |
| Scholarships and prizes | | 1,432 | 1,700 |
| Non-government grants | | 3,843 | 5,870 |
| Insurance claims | | 411 | 999 |
| Staff salary cost recoveries | | 392 | 779 |
| Proceeds from sale of minor equipment | | 15 | 17 |
| Conference income | | 632 | 120 |
| Income related to Service Concession Assets | | 9,691 | 9,101 |
| Other | | 1,323 | 1,747 |
| Total Other Revenue | | 36,979 | 38,009 |

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 12 and 13).

| | | | |
|---|--|---------------|----------|
| Distributions and dividends - funds under management | | 32,150 | 17,746 |
| Dividends - other investments | | 33,508 | 4,451 |
| Interest - cash and term deposits | | 467 | 904 |
| Fair value through profit and loss - funds under management | | 15,355 | (21,379) |
| Fair value through profit and loss - other investments | | 8,050 | 9,364 |
| Total Investment Revenue | | 89,530 | 11,086 |

Education Australia Limited (EAL) distributions

Curtin is a shareholder of EAL, which in turn held an investment in IDP Education Limited (IDP). EAL's investment in IDP was disposed of in 2021 and as a result, Curtin received two distributions from EAL:

- an in-specie distribution by EAL of the University's share of EAL's 25% shareholding in IDP in August 2021; and
- a cash dividend in September 2021 from part of the proceeds of EAL's sale of its remaining 15% shareholding in IDP.

The cash dividend and associated franking credits on both the cash dividend and in-specie distribution totalling \$30.3m have been accounted for in Investment Revenue as "Dividends - other investments".

A net loss of \$1.6m between the fair value of IDP shares from the in specie distribution and the reduction in fair value of EAL was recognised in Investment Revenue as "Fair value through profit and loss - other investments".

Following disposal of its investment in IDP, EAL will be wound up, with its remaining net assets distributed to shareholders, including Curtin, as a dividend in 2022.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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 20 for leave and superannuation benefits).

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|-------|----------------|----------------|
| Academic | | | |
| Salaries | | 203,336 | 222,707 |
| Contribution to superannuation and pension schemes | | | |
| Contributions to unfunded schemes | | 47 | 157 |
| Contributions to funded schemes | | 34,597 | 33,957 |
| Long service leave | | 9,599 | 10,543 |
| Annual leave | | 11,745 | 14,363 |
| Payroll tax | | 15,096 | 16,236 |
| Workers' compensation | | 623 | 202 |
| Total Academic | | 275,043 | 298,165 |
| Non-Academic | | | |
| Salaries | | 189,388 | 203,520 |
| Contribution to superannuation and pension schemes | | | |
| Contributions to unfunded schemes | | (23) | (22) |
| Contributions to funded schemes | | 31,490 | 30,536 |
| Long service leave | | 9,480 | 10,442 |
| Annual leave | | 11,113 | 14,532 |
| Payroll tax | | 14,200 | 14,448 |
| Workers' compensation | | 530 | 126 |
| Total Non-Academic | | 256,178 | 273,582 |
| Total Employee Related Expenses | | 531,221 | 571,747 |
| Deferred superannuation expense | 31(b) | 239 | 292 |
| Total Employee Related Expenses including Deferred Government Employee Benefits for Superannuation | | 531,460 | 572,039 |

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.

| | 2021 \$'000 | 2020 \$'000 |
|--------------------------------------|----------------|----------------|
| Building repairs | 6,631 | 6,388 |
| General infrastructure maintenance | 5,076 | 4,377 |
| Parks and gardens | 1,629 | 1,589 |
| Total Repairs and Maintenance | 13,336 | 12,354 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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 | 2021 \$'000 | 2020 \$'000 |
|--|------|----------------|----------------|
| Interest on borrowings | | 1,718 | 1,873 |
| Interest on lease liabilities | | 303 | 566 |
| Service Concession expense - interest on financial liabilities | | 1,433 | 1,432 |
| Total Borrowing Costs | | 3,454 | 3,871 |

8 OTHER EXPENSES**ACCOUNTING POLICY**

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

| | 2021 \$'000 | 2020 \$'000 |
|--|----------------|----------------|
| Advertising, marketing and promotional expenses | 7,166 | 7,696 |
| Agency staff costs | 5,018 | 2,657 |
| Books | 5,069 | 5,412 |
| Computing costs | 35,033 | 25,484 |
| Consumables | 12,443 | 10,659 |
| Consultancy fees and expenses | 13,550 | 9,877 |
| Outsourced work ¹ | 25,668 | 26,157 |
| Exchange rate (gains)/losses | 438 | 597 |
| Fees and commissions | 34,432 | 36,122 |
| Financial assistance provided/research support | 8,765 | 8,159 |
| Graduations | 1,371 | 1,002 |
| Hospitality | 1,915 | 1,336 |
| Insurance | 4,231 | 4,188 |
| Inventory used and sold | 66 | 98 |
| Lease and rental | 2,474 | 2,446 |
| Non-capitalised equipment | 4,756 | 4,441 |
| Occupational health, safety and welfare | 523 | 485 |
| Postage and courier | 912 | 754 |
| Publications | 553 | 524 |
| Scholarships, grants and prizes | 52,317 | 55,006 |
| Security | 885 | 920 |
| Service Concession expense - operations payments | 4,767 | 3,293 |
| Staff development and training | 2,462 | 1,891 |
| Staff recruitment | 1,441 | 868 |
| Subscriptions | 9,253 | 7,889 |
| Telecommunications | 1,434 | 1,252 |
| Travel | 3,819 | 4,557 |
| Utilities and cleaning | 14,371 | 14,585 |
| Other | 3,039 | 2,510 |
| Total Other Expenses | 258,171 | 240,865 |

¹Outsourced work primarily contains third party contractor expenses, including research contractors.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

9 CASH AND CASH EQUIVALENTS**ACCOUNTING POLICY**

Cash includes cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value.

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|------|----------------|----------------|
| (a) Unrestricted | | | |
| Cash at bank and on hand ¹ | | 137,188 | 48,893 |
| Total Cash and Cash Equivalents – Unrestricted | | 137,188 | 48,893 |
| Restricted | | | |
| Trust cash at bank ¹ | | 38,855 | 2,800 |
| Trust Fixed Term Deposit ² | | - | 6,083 |
| Total Cash and Cash Equivalents – Restricted | | 38,855 | 8,883 |
| Total Cash and Cash Equivalents | | 176,043 | 57,776 |
| ¹ Cash on hand is non-interest bearing. Cash at bank is subject to variable interest rates (refer Note 22). | | | |
| ² Deposits are interest bearing at variable interest rates (refer Note 22). The average maturity of deposits held during the year was 199 days (2020: 156 days). | | | |
| (b) Reconciliation of net result to net cash provided by operating activities | | | |
| Net result for the year | | 113,311 | (1,098) |
| Depreciation expense | | 75,016 | 73,867 |
| Net loss/(gain) on disposal of non-current assets | | (94) | 176 |
| Impairment of assets | | 1,408 | 641 |
| Fair value loss/(gain) through profit and loss | | (23,405) | 12,015 |
| In-kind distributions | | (2,115) | (348) |
| Changes in assets and liabilities: | | | |
| (Increase)/decrease in trade and other receivables | | 11,017 | 3,596 |
| (Increase)/decrease in inventories | | (864) | 56 |
| (Increase)/decrease in other current assets | | (22,488) | 715 |
| Increase/(decrease) in trade and other payables | | 6,823 | (8,151) |
| Increase/(decrease) in provisions | | (7,661) | 3,758 |
| Increase/(decrease) in other current liabilities | | 60,741 | 30,603 |
| Net cash provided by / (used in) operating activities | | 211,689 | 115,830 |
| (c) Non-cash investing and financing activities | | | |
| Acquisition of right-of-use assets by lease | | 7,451 | 75 |
| Recognition of Service Concession Assets by way of offsetting Service Concession liabilities | | 77,914 | 66,525 |
| Total Non-cash investing and financing activities | | 85,365 | 66,600 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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 | 2021 \$'000 | 2020 \$'000 |
|---|-------|----------------|----------------|
| Current | | | |
| Student receivables | | 7,343 | 8,010 |
| Less: Provision for impaired receivables | | (144) | (783) |
| | | 7,199 | 7,227 |
| General receivables | | 21,545 | 25,883 |
| Less: Provision for impaired receivables | | (77) | (157) |
| | | 21,468 | 25,726 |
| Deferred government contribution for superannuation | 31(b) | 3,828 | 4,316 |
| Total Current | | 32,495 | 37,269 |
| Non-Current | | | |
| Deferred government contribution for superannuation | 31(b) | 46,406 | 52,019 |
| Total Receivables | | 78,901 | 89,288 |
| Impaired receivables | | | |
| ACCOUNTING POLICY | | | |
| For general receivables and student receivables, the University applies a simplified approach in calculating expected credit losses ("ECLs") and recognises a loss allowance ("provisions") based on life time ECLs at each reporting date. | | | |
| As at 31 December 2021, current receivables for student fees with a nominal value of \$0.144 million (2020: \$0.783 million) were expected to be impaired. The amount of the provision was \$0.144 million (2020: \$0.783 million). | | | |
| The ageing of these receivables is as follows: | | | |
| Less than 12 months | | - | 574 |
| Greater than 12 months | | 144 | 209 |
| | | 144 | 783 |
| As at 31 December 2021, current receivables for student fees of \$4.290 million (2020: \$1.407 million) were past due date but not impaired. | | | |
| The ageing of these receivables is as follows: | | | |
| Less than 12 months | | 3,910 | 1,407 |
| Greater than 12 months | | 380 | - |
| | | 4,290 | 1,407 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|------|----------------|----------------|
| 10 RECEIVABLES (continued) | | | |
| Movements in the provision for impaired student fees receivables are as follows: | | | |
| Balance at start of year | | 783 | 591 |
| Provision for impairment recognised during the year | | - | 574 |
| Receivables written-off during the year as uncollectible | | (157) | (254) |
| Unused amount reversed | | (482) | (128) |
| Balance at end of year | | 144 | 783 |
| As at 31 December 2021, current general receivables with a nominal value of \$0.077 million (2020: \$0.157 million) were impaired. | | | |
| The ageing of these receivables is as follows: | | | |
| Less than 12 months | | 6 | 41 |
| Greater than 12 months | | 71 | 116 |
| | | 77 | 157 |
| As at 31 December 2021, current general receivables of \$12.159 million (2020: \$12.669 million) were past due date but not impaired. | | | |
| The ageing of these receivables is as follows: | | | |
| Less than 12 months | | 12,146 | 12,640 |
| Greater than 12 months | | 13 | 29 |
| | | 12,159 | 12,669 |
| Movements in the provision for impaired general receivables are as follows: | | | |
| Balance at start of year | | 157 | 230 |
| Receivables written-off during the year as uncollectible | | (143) | (149) |
| Provision for impairment recognised during the year | | 63 | 80 |
| Unused amount reversed | | - | (4) |
| Balance at end of year | | 77 | 157 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

11 INVENTORIES**ACCOUNTING POLICY**

The University holds inventories for use in the future for no or nominal consideration. The future economic benefit or service potential of the inventory is reflected by the amount the University would need to pay to acquire the economic benefit or service potential if it were necessary to achieve the University's objectives. Where the economic benefit or service potential cannot be acquired in a market, the replacement cost is estimated.

Inventories are classified as current assets unless the University does not expect to use the inventories for at least 12 months after the reporting date, in which case they are classified as non-current.

| | Note | 2021 \$'000 | 2020 \$'000 |
|--------------------------------------|------|----------------|----------------|
| Current | | | |
| Held for use | | 288 | - |
| Total current inventories | | 288 | - |
| Non-Current | | | |
| Held for use | | 576 | - |
| Total non-current inventories | | 576 | - |
| Total inventories | | 864 | - |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

12 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 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 | 2021 \$'000 | 2020 \$'000 |
|--|------|----------------|----------------|
| Current | | | |
| Loans receivable - at amortised cost | | | |
| Other loans | | 670 | 670 |
| Less: Provision for impaired receivables | | (670) | (220) |
| Total Current Other Financial Assets | 26 | - | 450 |
| Non-Current | | | |
| Fair Value through Profit and Loss | | | |
| Funds under management | | 327,733 | 335,127 |
| Other investments - shares | | 65,537 | 59,039 |
| Total Non-Current Other Financial Assets | | 393,270 | 394,166 |
| Total Other Financial Assets – Unrestricted | | 393,270 | 394,616 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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

| | Note | 2021 \$'000 | 2020 \$'000 |
|----------------------|------|----------------|----------------|
| Research activities | | 107,214 | 83,805 |
| Donations and prizes | | 46,947 | 41,280 |
| Trusts | | 17,105 | 14,475 |
| | | 171,266 | 139,560 |

Fixed Term Deposits

| | | | |
|--------|--|---|--------|
| Trusts | | - | 46,500 |
| | | - | 46,500 |

| | | | |
|--|--|----------------|---------|
| Total Other Financial Assets - Restricted | | 171,266 | 186,060 |
|--|--|----------------|---------|

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

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 22.

14 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.

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|------|----------------|----------------|
| Current | | | |
| Prepayments | | 26,306 | 27,439 |
| Accrued income | | 32,657 | 7,165 |
| Total Current Other Non-Financial Assets | | 58,963 | 34,604 |
| Non-Current | | | |
| Prepayments | | 3,433 | 3,701 |
| Total Non-Current Other Non-Financial Assets | | 3,433 | 3,701 |
| Total Other Non-Financial Assets | | 62,396 | 38,305 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

15 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 | |
|---------------------------------------|------------------|------------------|---------------------|----------------|---------------------------|----------------|------------------|------------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| At 31 December | | | | | | | | |
| - Cost | 1,841,796 | 1,724,847 | 18,475 | 15,468 | 183,470 | 105,556 | 2,043,741 | 1,845,871 |
| - Accumulated depreciation | (667,578) | (602,681) | (9,698) | (7,664) | (1,300) | (780) | (678,576) | (611,125) |
| Carrying amount at end of year | 1,174,218 | 1,122,166 | 8,777 | 7,804 | 182,170 | 104,776 | 1,365,165 | 1,234,746 |
| Depreciation expense | 70,343 | 69,598 | 4,153 | 3,749 | 520 | 520 | 75,016 | 73,867 |

(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.

15 (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 | 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 2021 | | | | | | | | | | |
| Cost | 78,861 | 1,035,923 | 174,774 | 156,164 | 37,825 | 172,679 | 1,851 | 51,678 | 15,092 | 1,724,847 |
| Accumulated depreciation | - | (365,372) | (55,097) | - | (29,226) | (128,354) | (1,646) | (22,986) | - | (602,681) |
| Carrying amount at start of year | 78,861 | 670,551 | 119,677 | 156,164 | 8,599 | 44,325 | 205 | 28,692 | 15,092 | 1,122,166 |
| Year ended 31 December 2021 | | | | | | | | | | |
| Additions | - | - | 40 | 107,236 | 1,660 | 9,604 | - | 6,883 | 239 | 125,662 |
| Cost of disposals | (170) | (3) | - | (1,227) | (1,564) | (1,164) | (172) | - | - | (4,300) |
| Accumulated depreciation on disposals | - | - | - | - | 1,245 | 870 | 172 | - | - | 2,287 |
| Costs impaired | - | - | - | - | (88) | (4,325) | - | - | - | (4,413) |
| Accumulated depreciation impaired | - | - | - | - | 88 | 3,071 | - | - | - | 3,159 |
| Transfers in/(out) | - | 71,908 | 9,196 | (82,881) | 69 | 1,708 | - | - | - | - |
| Depreciation and amortisation expense | - | (38,556) | (7,581) | - | (4,181) | (14,458) | (137) | (5,430) | - | (70,343) |
| Carrying amount at end of year | 78,691 | 703,900 | 121,332 | 179,292 | 5,828 | 39,631 | 68 | 30,145 | 15,331 | 1,174,218 |
| At 31 December 2021 | | | | | | | | | | |
| Cost | 78,691 | 1,107,828 | 184,010 | 179,292 | 37,902 | 178,502 | 1,679 | 58,561 | 15,331 | 1,841,796 |
| Accumulated depreciation | - | (403,928) | (62,678) | - | (32,074) | (138,871) | (1,611) | (28,416) | - | (667,578) |
| Carrying amount at end of year | 78,691 | 703,900 | 121,332 | 179,292 | 5,828 | 39,631 | 68 | 30,145 | 15,331 | 1,174,218 |
| At 1 January 2020 | | | | | | | | | | |
| 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 start of year | 78,862 | 673,069 | 115,288 | 78,325 | 9,625 | 47,967 | 345 | 27,608 | 13,787 | 1,044,876 |
| Year ended 31 December 2020 | | | | | | | | | | |
| Additions | - | 150 | 40 | 132,677 | 1,720 | 5,959 | 25 | 6,049 | 482 | 147,102 |
| Cost of disposals | (1) | (14) | - | - | (207) | (2,054) | - | (367) | - | (2,643) |
| Accumulated depreciation on disposals | - | 6 | - | - | 207 | 1,969 | - | 247 | - | 2,429 |
| Transfers in/(out) | - | 34,783 | 11,387 | (54,838) | 1,915 | 5,930 | - | - | 823 | - |
| Depreciation and amortisation expense | - | (37,443) | (7,038) | - | (4,661) | (15,446) | (165) | (4,845) | - | (69,598) |
| Carrying amount at end of year | 78,861 | 670,551 | 119,677 | 156,164 | 8,599 | 44,325 | 205 | 28,692 | 15,092 | 1,122,166 |
| At 31 December 2020 | | | | | | | | | | |
| Cost | 78,861 | 1,035,923 | 174,774 | 156,164 | 37,825 | 172,679 | 1,851 | 51,678 | 15,092 | 1,724,847 |
| Accumulated depreciation | - | (365,372) | (55,097) | - | (29,226) | (128,354) | (1,646) | (22,986) | - | (602,681) |
| Carrying amount at end of year | 78,861 | 670,551 | 119,677 | 156,164 | 8,599 | 44,325 | 205 | 28,692 | 15,092 | 1,122,166 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

15 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 usually as follows:

- Buildings 3 to 20 years
- Network equipment 3 to 5 years
- Motor vehicles 3 years
- Other equipment 3 to 5 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.

| | Buildings | | Network equipment | | Motor vehicles | | Other Equipment | | Total Right-of-use Assets | |
|---|----------------|----------------|-------------------|----------------|----------------|----------------|-----------------|----------------|---------------------------|----------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| At 1 January | | | | | | | | | | |
| Cost | 6,138 | 6,138 | 8,631 | 8,631 | 699 | 624 | - | - | 15,468 | 15,393 |
| Accumulated depreciation | (2,093) | (1,119) | (5,312) | (2,671) | (259) | (125) | - | - | (7,664) | (3,915) |
| Carrying amount at start of year | 4,045 | 5,019 | 3,319 | 5,960 | 440 | 499 | - | - | 7,804 | 11,478 |
| Year ended 31 December 2021 | | | | | | | | | | |
| Additions | 434 | - | 6,482 | - | 203 | 75 | 332 | - | 7,451 | 75 |
| Cost of disposals | (1,393) | - | (2,977) | - | (74) | - | - | - | (4,444) | - |
| Accumulated depreciation on disposals | 350 | - | 1,739 | - | 30 | - | - | - | 2,119 | - |
| Transfers in/(out) | - | - | - | - | - | - | - | - | - | - |
| Transfers (in)/out - Accumulated depreciation | - | - | - | - | - | - | - | - | - | - |
| Adjustments to existing assets - Cost | - | - | - | - | - | - | - | - | - | - |
| Adjustments to existing assets - Accumulated depreciation | - | - | - | - | - | - | - | - | - | - |
| Depreciation and amortisation expense | (960) | (974) | (2,905) | (2,641) | (177) | (134) | (111) | - | (4,153) | (3,749) |
| Carrying amount at end of year | 2,476 | 4,045 | 5,658 | 3,319 | 422 | 440 | 221 | - | 8,777 | 7,804 |
| At 31 December | | | | | | | | | | |
| - Cost | 5,179 | 6,138 | 12,136 | 8,631 | 828 | 699 | 332 | - | 18,475 | 15,468 |
| - Accumulated depreciation | (2,703) | (2,093) | (6,478) | (5,312) | (406) | (259) | (111) | - | (9,698) | (7,664) |
| Carrying amount at end of year | 2,476 | 4,045 | 5,658 | 3,319 | 422 | 440 | 221 | - | 8,777 | 7,804 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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

In 2019, Curtin entered into an arrangement with the Live-in Learning Custodians 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 reclassified from "Owned Assets" to "Service Concession Assets" and were measured under AASB1059 based on the current replacement cost in accordance with AASB13 Fair Value Measurement. Subsequently, Service Concession Assets would be depreciated over the useful life of the component assets less any impairment.

The new student accommodation and self-contained apartments 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 | |
|---------------------------------------|----------------|----------------|------------------|----------------|---------------------------------|----------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| At 1 January | | | | | | |
| Cost | 18,468 | 18,468 | 87,088 | 20,563 | 105,556 | 39,031 |
| Accumulated depreciation | (780) | (260) | - | - | (780) | (260) |
| Carrying amount at start of year | 17,688 | 18,208 | 87,088 | 20,563 | 104,776 | 38,771 |
| Year ended 31 December 2021 | | | | | | |
| Additions | - | - | 77,914 | 66,525 | 77,914 | 66,525 |
| Cost of disposals | - | - | - | - | - | - |
| Accumulated depreciation on disposals | - | - | - | - | - | - |
| Transfers in/(out) | 165,002 | - | (165,002) | - | - | - |
| Depreciation and amortisation expense | (520) | (520) | - | - | (520) | (520) |
| Carrying amount at end of year | 182,170 | 17,688 | - | 87,088 | 182,170 | 104,776 |
| At 31 December | | | | | | |
| - Cost | 183,470 | 18,468 | - | 87,088 | 183,470 | 105,556 |
| - Accumulated depreciation | (1,300) | (780) | - | - | (1,300) | (780) |
| Carrying amount at end of year | 182,170 | 17,688 | - | 87,088 | 182,170 | 104,776 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

16 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 | 2021 \$'000 | 2020 \$'000 |
|---------------------------------------|------|----------------|----------------|
| Current | | | |
| Trade and Other Payables | | 44,165 | 32,508 |
| Non-Current | | | |
| Trade and Other Payables | | 29,650 | 16,109 |
| Total Trade and Other Payables | | 73,815 | 48,617 |

17 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. 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.

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|------|----------------|----------------|
| Current | | | |
| Financial Liabilities - Service Concessions | | 10,210 | 3,957 |
| Non-Current | | | |
| Financial Liabilities - Service Concessions | | 140,644 | 100,646 |
| Total Financial Liabilities | | 150,854 | 104,603 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

18 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.

In accordance with AASB1059 "Service Concession Arrangements: Grantors", to the extent that the service concession liability does not give rise to a contractual obligation to provide cash to the operator, a Grant of Right to Operate "GORTO" liability (Non-Financial Liability - Service Concessions) is recognised as the unearned portion of the revenue arising from the exchange of assets between the University and the operator. The liability is subsequently amortised into the income statement according to the economic substance of the service concession arrangement, generally on a straight line basis.

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|------|----------------|----------------|
| Current | | | |
| Income received in advance | | 196,396 | 138,423 |
| Accrued expenses | | 27,691 | 29,142 |
| Monies held on trust | | 55,960 | 69,858 |
| Non-Financial Liabilities - Service Concessions | | 882 | - |
| Total Current Other Liabilities | | 280,929 | 237,423 |
| Non-Current | | | |
| Non-Financial Liabilities - Service Concessions | | 28,231 | - |
| Total Non-Current Other Liabilities | | 28,231 | - |
| Total Other Liabilities | | 309,160 | 237,423 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

19 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 | 2021 \$'000 | 2020 \$'000 |
|---------------------------------|------|----------------|----------------|
| Current | | | |
| Interest bearing Treasury loans | | 2,612 | 2,446 |
| Lease liabilities | | 3,821 | 3,051 |
| | | 6,433 | 5,497 |
| Non-Current | | | |
| Interest bearing Treasury loans | | 22,243 | 24,855 |
| Lease liabilities | | 5,367 | 5,413 |
| | | 27,610 | 30,268 |
| Total Treasury Loans | | 24,855 | 27,301 |
| Total Lease Liabilities | | 9,188 | 8,464 |
| Total Borrowings | | 34,043 | 35,765 |

(a) Treasury Loans

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

| | Average Interest rate | Maturity date | Principal outstanding | |
|--|-----------------------------|------------------|-----------------------|----------------|
| | | | 2021 \$'000 | 2020 \$'000 |
| Chemistry Centre of WA building | | | | |
| – monthly principal and fixed rate interest repayments | 6.77% | 01.07.2029 | 22,388 | 24,574 |
| – monthly principal and fixed rate interest repayments | 5.11% | 01.07.2029 | 2,467 | 2,727 |
| Total Treasury Loans | | | 24,855 | 27,301 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

19 BORROWINGS (continued)

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|------|----------------|----------------|
| Financing facilities available | | | |
| At reporting date, the following financing facilities had been negotiated and were available: | | | |
| Total facilities: | | | |
| – Treasury Loans | | 24,855 | 27,301 |
| Facilities used at reporting date: | | | |
| – Treasury Loans | | 24,855 | 27,301 |
| 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:

| | 2021 | | 2020 | |
|--|------------------------------|----------------------|------------------------------|-------------------------|
| | Carrying Amount \$'000 | Fair Value \$'000 | Carrying Amount \$'000 | Fair Value \$'000 |
| Chemistry Centre of WA building | | | | |
| – monthly principal and fixed rate interest repayments | 22,388 | 26,893 | 24,574 | 31,373 |
| – monthly principal and fixed rate interest repayments | 2,467 | 2,800 | 2,727 | 3,267 |
| Total Treasury Loans | 24,855 | 29,693 | 27,301 | 34,640 |

The fair value of the loans have been prepared assuming hypothetical settlement dates of 31 December 2021 and 31 December 2020.

(b) Lease Liabilities

Maturity analysis on lease liabilities is disclosed as follows:

| | 2021 \$'000 | 2020 \$'000 |
|--|----------------|----------------|
| Maturity analysis – undiscounted contractual cash flows | | |
| Less than one year | 4,047 | 3,491 |
| One to five years | 5,129 | 4,883 |
| More than 5 years | 508 | 1,417 |
| Total undiscounted contractual cash flows | 9,684 | 9,791 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

20 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 2021

| Note | 2021 \$'000 | 2020 \$'000 |
|--|----------------|----------------|
| 20 PROVISIONS (continued) | | |
| Employee benefits provisions | | |
| Current provisions expected to be settled within 12 months | | |
| Annual leave | 14,711 | 17,304 |
| Long service leave | 14,540 | 20,087 |
| Employment on-costs | 7,137 | 6,634 |
| Other General Provision ¹ | 6,278 | 498 |
| Redundancy costs | 769 | 6,837 |
| Defined benefit obligation | | |
| Deferred employee benefits for unfunded superannuation | 3,828 | 4,316 |
| Other University pension liabilities | 91 | 90 |
| | 47,354 | 55,766 |
| Current provisions expected to be settled after more than 12 months | | |
| Annual leave | 1,633 | 1,922 |
| Long service leave | 21,689 | 21,118 |
| Employment on-costs | 390 | 453 |
| Redundancy costs | 91 | 126 |
| | 23,803 | 23,619 |
| Total Current Provisions | 71,157 | 79,385 |
| Non-Current | | |
| Employee benefits provisions | | |
| Long service leave | 46,599 | 40,755 |
| Employment on-costs | 3,262 | 2,853 |
| Defined benefit obligation | | |
| Deferred employee benefits for unfunded superannuation | 46,406 | 52,019 |
| Other University pension liabilities | 422 | 495 |
| Total Non-Current Provisions | 96,689 | 96,122 |
| Total Provisions | 167,846 | 175,507 |
| ¹ Represents long service leave payable to former employees and provisions for additional employee entitlements | | |
| 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 | 9,940 | 10,197 |
| Addition/(reduction) in provisions recognised | 3,581 | 3,148 |
| Reduction arising from payments | (2,732) | (3,405) |
| Balance at end of year | 10,789 | 9,940 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

| | Note | 2021 \$'000 | 2020 \$'000 |
|---|------|------------------|----------------|
| 20 PROVISIONS (continued) | | | |
| <i>Redundancy costs provision</i> | | | |
| Balance at beginning of year | | 6,963 | 5,294 |
| Addition/(reduction) in provisions recognised | | (410) | 7,395 |
| Reduction arising from payments | | (5,693) | (5,726) |
| Balance at end of year | | 860 | 6,963 |
| 21 EQUITY | | | |
| Retained earnings | | | |
| Balance at beginning of year | | 1,398,876 | 1,399,974 |
| Current year result | | 113,311 | (1,098) |
| Balance at end of year | | 1,512,187 | 1,398,876 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

22 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. Notes 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 2021, the University held no foreign currency forward exchange contracts (2020: 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. This note 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 \$84.714 million (2020: \$80.058 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 2021

22 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 | | | | |
| 2021 | | | | | | | | | | | | | | | | | | | | | | | | |
| Financial Assets | | | | | | | | | | | | | | | | | | | | | | | | |
| Cash and cash equivalents | 0.29% | 1 | 176,042 | - | 176,043 | 176,043 | - | - | - | - | - | - | (2,024) | - | 2,024 | - | - | - | - | - | - | - | - | |
| Receivables ⁴ | - | 28,667 | - | - | 28,667 | 28,667 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 28,667 | |
| Loans receivable | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Term Deposits (non-cash) | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Unlisted securities (unrestricted) | - | 7,654 | - | - | 7,654 | - | 7,654 | - | - | - | - | - | - | - | - | - | (1,148) | - | 1,148 | - | - | - | - | |
| Listed securities (unrestricted) | - | 57,883 | - | - | 57,883 | - | 57,883 | - | - | - | - | - | - | - | - | - | (8,682) | - | 8,682 | - | - | - | - | |
| Funds under management (unrestricted) ^{1,5} | - | 327,733 | - | - | 327,733 | - | - | 327,733 | 6,973 | - | (6,973) | - | - | - | - | - | (49,160) | - | 49,160 | - | - | - | - | |
| Funds under management (restricted) ⁵ | - | 171,266 | - | - | 171,266 | - | - | 171,266 | - | - | - | - | - | - | - | - | (25,690) | - | 25,690 | - | - | - | - | |
| Total Financial Assets | | 593,204 | 176,042 | - | 769,246 | 204,710 | 65,537 | 498,999 | 6,973 | - | (6,973) | - | (2,024) | - | 2,024 | - | (84,680) | - | 84,680 | - | - | - | 28,667 | |
| Financial Liabilities | | | | | | | | | | | | | | | | | | | | | | | | |
| Payables | - | 73,815 | - | - | 73,815 | 44,165 | 1,460 | 28,190 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Treasury Loans | 6.61% | - | - | 24,855 | 24,855 | 2,612 | 15,982 | 6,261 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 2.97% | - | - | 9,188 | 9,188 | 3,821 | 4,876 | 491 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Financial Liabilities - Service Concessions | 7.52% | - | - | 150,854 | 150,854 | 10,210 | 7,975 | 132,669 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Financial Liabilities | | 73,815 | - | 184,897 | 258,712 | 60,808 | 30,293 | 167,611 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 2020 | | | | | | | | | | | | | | | | | | | | | | | | |
| Financial Assets | | | | | | | | | | | | | | | | | | | | | | | | |
| Cash and cash equivalents | 0.48% | 2 | 57,774 | - | 57,776 | 57,776 | - | - | - | - | - | - | (3,114) | - | 3,114 | - | - | - | - | - | - | - | - | - |
| Receivables ⁴ | - | 32,953 | - | - | 32,953 | 32,953 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 32,953 |
| Loans receivable | - | 450 | - | - | 450 | 450 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 450 |
| Term Deposits (non-cash) | 0.61% | - | - | 46,500 | 46,500 | 46,500 | - | - | - | - | - | - | (930) | - | 930 | - | - | - | - | - | - | - | - | - |
| Unlisted securities (unrestricted) | - | 57,683 | - | - | 57,683 | - | 57,683 | - | - | - | - | - | - | - | - | - | (8,652) | - | 8,652 | - | - | - | - | - |
| Listed securities (unrestricted) | - | 1,356 | - | - | 1,356 | - | 1,356 | - | - | - | - | - | - | - | - | - | (203) | - | 203 | - | - | - | - | - |
| Funds under management (unrestricted) ^{1,5} | - | 335,127 | - | - | 335,127 | - | - | 335,127 | 5,108 | - | (5,108) | - | - | - | - | - | (50,269) | - | 50,269 | - | - | - | - | - |
| Funds under management (restricted) ⁵ | - | 139,560 | - | - | 139,560 | - | - | 139,560 | - | - | - | - | - | - | - | - | (20,934) | - | 20,934 | - | - | - | - | - |
| Total Financial Assets | | 567,131 | 57,774 | 46,500 | 671,405 | 137,679 | 59,039 | 474,687 | 5,108 | - | (5,108) | - | (4,044) | - | 4,044 | - | (80,058) | - | 80,058 | - | - | - | - | 33,403 |
| Financial Liabilities | | | | | | | | | | | | | | | | | | | | | | | | |
| Payables | - | 48,617 | - | - | 48,617 | 32,507 | 16,110 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Treasury Loans | 6.60% | - | - | 27,301 | 27,301 | 2,446 | 14,963 | 9,892 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 3.50% | - | - | 8,464 | 8,464 | 3,051 | 4,077 | 1,336 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Financial Liabilities - Service Concessions | 7.52% | - | - | 104,603 | 104,603 | 3,957 | 52,403 | 48,243 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Financial Liabilities | | 48,617 | - | 140,368 | 188,985 | 41,961 | 87,553 | 59,471 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

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 as gains or losses on Fair Value to Profit and Loss investments are recognised directly in net operating result. The impact of a 15% movement are shown.

⁴ This includes GST Receivable of \$4.837 million (2020: \$4.348 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 2021

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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

The fair values of financial assets and financial liabilities shown in Note 22 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 (2020: 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

| | 2021 | 2020 | 2021 | 2020 | 2021 Fair Value Hierarchy | | | 2020 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 | 176,043 | 57,776 | 176,043 | 57,776 | - | - | - | - | - | - |
| Receivables | 28,667 | 32,953 | 28,667 | 32,953 | - | - | - | - | - | - |
| Loans advanced | - | 450 | - | 442 | - | - | - | - | - | - |
| Short Term Investments (restricted) | - | 46,500 | - | 46,500 | - | - | - | - | - | - |
| Unlisted securities (unrestricted) | 7,654 | 57,683 | 7,654 | 57,683 | - | 348 | 7,306 | - | 29,272 | 28,411 |
| Listed securities (unrestricted) | 57,883 | 1,356 | 57,883 | 1,356 | 57,883 | - | - | 1,356 | - | - |
| Funds under management (unrestricted) | 327,733 | 335,127 | 327,733 | 335,127 | 327,733 | - | - | 335,127 | - | - |
| Funds under management (restricted) | 171,266 | 139,560 | 171,266 | 139,560 | 171,266 | - | - | 139,560 | - | - |
| Total Financial Assets | 769,246 | 671,405 | 769,246 | 671,397 | 556,882 | 348 | 7,306 | 476,043 | 29,272 | 28,411 |
| Financial Liabilities | | | | | | | | | | |
| Payables | 73,815 | 48,617 | 73,815 | 48,617 | - | - | - | - | - | - |
| Treasury Loans | 24,855 | 27,301 | 29,693 | 34,640 | 29,693 | - | - | 34,640 | - | - |
| Lease liabilities | 9,188 | 8,464 | 9,188 | 8,464 | - | - | - | - | - | - |
| Financial Liabilities | 150,854 | 104,603 | 150,854 | 104,603 | - | - | - | - | - | - |
| Total Financial Liabilities | 258,712 | 188,985 | 263,550 | 196,324 | 29,693 | - | - | 34,640 | - | - |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

22 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)

| | 2021 \$'000 | 2020 \$'000 |
|---|----------------|----------------|
| Unlisted securities (unrestricted) | | |
| Opening Balance | 28,411 | 18,923 |
| Transfers from level 2 | (20,640) | - |
| Fair Value Movement through Profit and Loss | (465) | 9,488 |
| Closing Balance | 7,306 | 28,411 |

The loss included in profit and loss relates to the revaluation of unlisted securities as determined by an independent valuer, based on observable inputs, and is reported within the University's net operating result.

In the prior year the revaluation included an unobservable input (discount factor of 15%). A discount factor has not been applied to revaluations in 2021.

The University's sensitivity to a 5% increase or decrease in the unobservable input on discount factor at reporting date would result in a decrease or increase in net operating result of \$0.02 million (2020: \$0.561million) respectively.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

23 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

Ms Elisa Fear
Mr Damian Gordon
Mr Michael Lundberg

Member who is the Vice-Chancellor

Professor John Cordery, Interim Vice-Chancellor
(ceased 18 April 2021)

Professor Harlene Hayne
(commenced 19 April 2021)

Member elected by academic staff

Professor Julia Richardson (commenced 1 April 2021)

Member elected by general staff

Ms Catherine Clark

Co-opted Members

Dr Terry Agnew
Dr Andrew Crane, Chancellor
Dr Vanessa Guthrie, Pro Chancellor
Mr David Southam
Dr Katherine Stannage

Member who is the Chairperson of the Academic Board

Professor Dale Pinto

Members elected by students

Ms May Majimbi (postgraduate student)
Mr Jeremy Ash (undergraduate student - commenced 1 April 2021)
Mr Chris Hall (undergraduate student - ceased 31 March 2021)

Members elected by the graduates of the University

Ms Kim Gibson (commenced 1 April 2021)
Dr Samantha Hall (commenced 1 April 2021)

(b) Other key management personnel

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

| | |
|--|---|
| Professor Jill Downie (ceased 31 December 2021) | Mr David Menarry |
| Ms Val Raubenheimer | Mr Marco Schultheis |
| Mr Ian Callahan (ceased 11 April 2021) | Professor Chris Moran |
| Professor Archie Clements | Professor Seth Kunin |
| Professor Nigel de Bussy (ceased 31 December 2021) | Professor John Evans |
| Professor Jeremy Kilburn | Professor Linley Lord |
| Mr Alistair Donald | Professor Michele Willson (ceased 5 September 2021) |
| Professor Lina Pelliccione | Professor Simon Leunig |
| Professor Alan Dench (ceased 31 July 2021) | Professor Richard Blythe (commenced 6 September 2021) |
| Professor Mark Ogden (commenced 2 August 2021) | Ms Fiona Notley (commenced 12 April 2021) |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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

| | 2021 Number | 2020 Number |
|-----------------------|----------------|----------------|
| Nil - \$10,000 | 4 | 5 |
| \$10,001 - \$20,000 | 6 | 2 |
| \$20,001 - \$30,000 | 1 | 3 |
| \$30,001 - \$40,000 | 1 | 2 |
| \$40,001 - \$50,000 | - | - |
| \$50,001 - \$60,000 | 1 | - |
| \$90,001 - \$100,000 | - | 1 |
| \$200,001 - \$210,000 | 1 | - |
| \$240,001 - \$250,000 | 1 | - |
| \$270,001 - \$280,000 | - | 1 |
| \$290,001 - \$300,000 | 2 | 1 |
| \$310,001 - \$320,000 | - | 1 |
| \$560,001 - \$570,000 | - | 1 |
| \$570,001 - \$580,000 | - | 1 |
| \$640,001 - \$650,000 | 1 | - |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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

| | 2021 Number | 2020 Number |
|-----------------------|----------------|----------------|
| \$60,001 - \$70,000 | 1 | 1 |
| \$90,001 - \$100,000 | - | - |
| \$130,001 - \$140,000 | 1 | - |
| \$150,001 - \$160,000 | 1 | 1 |
| \$170,001 - \$180,000 | 1 | - |
| \$180,001 - \$190,000 | 1 | - |
| \$220,001 - \$230,000 | 1 | - |
| \$300,001 - \$310,000 | 3 | - |
| \$310,001 - \$320,000 | - | 1 |
| \$320,001 - \$330,000 | 1 | 2 |
| \$350,001 - \$360,000 | 1 | 1 |
| \$360,001 - \$370,000 | - | 1 |
| \$370,001 - \$380,000 | 1 | - |
| \$380,001 - \$390,000 | - | 1 |
| \$390,001 - \$400,000 | 2 | 1 |
| \$400,001 - \$410,000 | 1 | 1 |
| \$410,001 - \$420,000 | 1 | 1 |
| \$420,001 - \$430,000 | 1 | 2 |
| \$430,001 - \$440,000 | 1 | 1 |
| \$440,001 - \$450,000 | - | 2 |
| \$450,001 - \$460,000 | 1 | - |
| \$490,001 - \$500,000 | - | 1 |
| \$500,001 - \$510,000 | 1 | 1 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

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

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

| | 2021 \$'000 | 2020 \$'000 |
|--|----------------|----------------|
| Short-term employee benefits | 6,188 | 6,855 |
| Post-employment benefits | 802 | 749 |
| Other long-term benefits | 1,094 | 1,081 |
| Termination benefits | 141 | 310 |
| Total key management personnel compensation | 8,225 | 8,995 |

24 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:

| | 2021 \$'000 | 2020 \$'000 |
|---|----------------|----------------|
| (a) Audit and review of the Financial Statements | | |
| Fees paid to the Office of the Auditor General | 306 | 319 |
| (b) Other audit and assurance services¹ | | |
| Fees paid to the Office of the Auditor General | 14 | 14 |
| Australian Government - Department of Agriculture | 3 | 1 |
| Independent Appraisal | 1 | 1 |
| SAI Global Limited | - | 9 |
| Avant Edge Consulting | 18 | 26 |
| Total fees paid for other audit services | 35 | 51 |
| Total Remuneration of Auditors | 341 | 370 |

¹ Other audit and assurance services are related to compliance audits and research project audits.**25 RELATED PARTIES****(a) Key management personnel**

Disclosures relating to Members of the Accountable Authority and Senior Officers are set out in Note 23.

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 2021

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

The following transactions occurred with related parties:

| Transaction Type | 2021 \$'000 | 2020 \$'000 |
|---------------------------------|----------------|----------------|
| Purchases of goods and services | | |
| - Curtin Student Guild | 4,152 | 3,645 |
| - Associates | 12 | 16 |
| Revenue for providing services | | |
| - Curtin Student Guild | 571 | 295 |
| - Associates | 546 | 312 |

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

| Transaction Type | 2021 \$'000 | 2020 \$'000 |
|---------------------------|----------------|----------------|
| Receivable at 31 December | | |
| - Curtin Student Guild | 80 | 31 |
| - Associates | 225 | - |
| Payable at 31 December | | |
| - Curtin Student Guild | 30 | 3 |

(c) Loans to Associates

Refer Note 26.

26 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 2021 are listed below. Investments in associates have been recognised at fair value (refer Note 12). 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 | |
|------------------------------|--------------------------|------------------------------|----------------|----------------|----------------|
| | | 2021 \$'000 | 2020 \$'000 | 2021 % | 2020 % |
| Associates | | | | | |
| Hyprfire Pty Ltd | Australia | - | - | 32 | 26 |
| Renergi Pty Ltd | Australia | - | 1 | - | 48 |
| REX Ortho Pty Ltd | Australia | - | - | 27 | 36 |
| Loans to Associates | | | | | |
| | | | | 2021 \$'000 | 2020 \$'000 |
| Balance at beginning of year | | | | 450 | 450 |
| Loans advanced | | | | - | 220 |
| Loans repayment received | | | | - | - |
| Loans impaired | | | | (450) | (220) |
| Interest charged | | | | - | - |
| Interest received | | | | - | - |
| Balance at end of year | | | | - | 450 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

27 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.

28 COMMITMENTS

| | 2021 \$'000 | 2020 \$'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 | 84,991 | 42,069 |
| Between one and five years | - | - |
| Later than five years | - | - |
| Total capital commitments | 84,991 | 42,069 |

(b) Lease commitments**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:

| | 2021 \$'000 | 2020 \$'000 |
|--|----------------|----------------|
| Within one year | 3,004 | 4,474 |
| Between one and five years | 2,307 | 3,555 |
| Later than five years | - | - |
| Total future minimum lease payments | 5,311 | 8,029 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

28 COMMITMENTS (continued)

| | 2021 \$'000 | 2020 \$'000 |
|---|----------------|----------------|
| (c) Other expenditure commitments | | |
| Commitments in relation to purchase orders are payable as follows: | | |
| Within one year | 160,042 | 78,044 |
| Commitments in relation to outgoings for leased buildings are payable as follows: | | |
| Within one year | 591 | 525 |
| Between one and five years | 2,363 | 2,101 |
| Later than five years | 38,747 | 38,601 |
| Total future minimum payments | 41,701 | 41,227 |

All the above commitments are inclusive of GST where applicable.

29 DISCONTINUED OPERATIONS

There were no discontinued operations in 2021 and 2020.

30 EVENTS OCCURRING AFTER REPORTING DATE

There are no 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 2021

31 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.

| | 2021 \$'000 | 2020 \$'000 |
|---|----------------|----------------|
| Reconciliation of the Present Value of the Defined Benefit Obligation | | |
| Present value of defined benefit obligations at beginning of the year | 585 | 545 |
| Current service cost | - | - |
| Interest cost | 6 | 10 |
| Actuarial loss/(gain) | 18 | 125 |
| Benefits paid | (96) | (95) |
| Present value of defined benefit obligations at end of the year | 513 | 585 |
| Reconciliation of the Fair Value of Assets | | |
| Fair value of assets at beginning of the year | - | - |
| Employer contributions | 96 | 95 |
| Benefits paid | (96) | (95) |
| 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 | 513 | 585 |
| Fair value of assets | - | - |
| Net liability | 513 | 585 |
| Liability recognised in the Statement of Financial Position as: | | |
| Current | 91 | 90 |
| Non-current | 422 | 495 |
| | 513 | 585 |
| Expense Recognised in the Statement of Comprehensive Income | | |
| Interest cost | 6 | 10 |
| Actuarial loss/(gain) | 18 | 125 |
| Superannuation expense/(benefit) | 24 | 135 |

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 2021

31 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 8.6 years (2020: 8.9 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.

| | 2021 \$'000 | 2020 \$'000 |
|--|----------------|----------------|
| Reconciliation of the present value of the defined benefit obligation | | |
| Present value of defined benefit obligations at beginning of the year | 56,335 | 59,286 |
| Current service cost | - | - |
| Interest cost | 426 | 544 |
| Actuarial loss/(gain) arising from changes in financial assumptions | (3,865) | 1,869 |
| Actuarial loss/(gain) arising from liability experience | 2,055 | (333) |
| Benefits paid | (4,717) | (5,031) |
| Present value of defined benefit obligations at end of the year | 50,234 | 56,335 |
| 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 | 4,717 | 5,031 |
| Benefits paid | (4,717) | (5,031) |
| 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 | 50,234 | 56,335 |
| Fair value of the Scheme assets | - | - |
| Net liability | 50,234 | 56,335 |
| Fair value of reimbursement rights | 50,234 | 56,335 |
| Total net liability/(asset) in the Statement of Financial Position | - | - |
| Present value of defined benefit obligations/reimbursement rights is recognised as: | | |
| Current | 3,828 | 4,316 |
| Non-current | 46,406 | 52,019 |
| | 50,234 | 56,335 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

31 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

| | 2021 \$'000 | 2020 \$'000 |
|---|----------------|----------------|
| Expense Recognised in the Statement of Comprehensive Income | | |
| Current service cost | - | - |
| Interest cost | 426 | 544 |
| Reimbursement rights adjustments | (187) | (252) |
| Deferred superannuation expense | 239 | 292 |
| Actuarial loss/(gain) recognised in Other Comprehensive Income | | |
| Actuarial loss/(gain) arising from changes in financial assumptions | (3,865) | 1,869 |
| Actuarial loss/(gain) arising from liability experience | 2,055 | (333) |
| Reimbursement rights adjustments | 1,810 | (1,536) |
| 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 | 2021 | 2020 |
|--------------------------------|-------|-------|
| Discount rate (active members) | 1.60% | 0.96% |
| Discount rate (pensioners) | 1.60% | 0.96% |
| Expected salary increase rate | 2.00% | 2.00% |
| Expected pension increase rate | 1.75% | 2.00% |

The discount rate is based on the Government bond maturing in November 2029. The decrement rates used (eg 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 2021

31 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

| | 2021 \$'000 | 2020 \$'000 | 2019 \$'000 | 2018 \$'000 | 2017 \$'000 | 2016 \$'000 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| Historical Information | | | | | | |
| Present value of defined benefit obligation | 50,234 | 56,335 | 59,286 | 56,648 | 62,003 | 61,574 |
| Fair value of Scheme assets | - | - | - | - | - | - |
| Deficit in Scheme assets | 50,234 | 56,335 | 59,286 | 56,648 | 62,003 | 61,574 |
| Experience adjustments (gain)/loss - Scheme assets | - | - | - | - | - | - |
| Experience adjustments (gain)/loss - Scheme liabilities | 2,055 | (333) | 1,053 | (646) | 2,936 | (332) |

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).

| | 2022 \$'000 | 2021 \$'000 |
|---------------------------------|----------------|----------------|
| Expected Contributions | | |
| Expected employer contributions | 4,594 | 4,743 |

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 20).

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 \$65.438 million (2020: \$64.628 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 2021

32 ACQUITTAL 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 | |
|---|---|----------------|----------------------------|----------------|----------------------------|----------------|--|----------------|----------------|----------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| Financial assistance received in cash during the reporting period | 313,543 | 260,367 | 1,035 | 1,095 | 132 | 188 | 4,687 | 4,723 | 319,397 | 266,373 |
| Net accrual adjustments | (29,195) | (2,375) | - | - | - | - | (351) | (464) | (29,546) | (2,839) |
| Revenue for the period | 284,348 | 257,992 | 1,035 | 1,095 | 132 | 188 | 4,336 | 4,259 | 289,851 | 263,534 |
| Surplus/(deficit) from the previous year | - | - | - | - | (877) | (931) | (51) | (14) | (928) | (945) |
| Total revenue including accrued revenue | 284,348 | 257,992 | 1,035 | 1,095 | (745) | (743) | 4,285 | 4,245 | 288,923 | 262,589 |
| Less expenses including accrued expenses | (284,348) | (257,992) | (1,035) | (1,095) | (217) | (134) | (4,344) | (4,296) | (289,944) | (263,517) |
| Surplus/(deficit) for reporting period | - | - | - | - | (962) | (877) | (59) | (51) | (1,021) | (928) |

¹ Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Enabling Loading, CGS – 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 2021

32 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

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

| | HECS-HELP | | FEE-HELP ³ | | SA-HELP | | Total | |
|---|----------------|----------------|-----------------------|----------------|----------------|----------------|----------------|----------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| Financial assistance received in cash during the reporting period | 174,381 | 171,478 | 31,336 | 23,757 | 2,740 | 3,178 | 208,457 | 198,413 |
| Net accrual adjustments | (14,593) | 4,333 | (4,296) | 2,019 | (327) | (980) | (19,216) | 5,372 |
| Revenue for the period | 159,788 | 175,811 | 27,040 | 25,776 | 2,413 | 2,198 | 189,241 | 203,785 |
| Surplus/(deficit) from the previous year | - | - | - | - | - | - | - | - |
| Total revenue including accrued revenue | 159,788 | 175,811 | 27,040 | 25,776 | 2,413 | 2,198 | 189,241 | 203,785 |
| Less expenses including accrued expenses | (159,788) | (175,811) | (27,040) | (25,776) | (2,413) | (2,198) | (189,241) | (203,785) |
| 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 2021

32 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 | |
|--|--|----------------|---|----------------|--|----------------|----------------|----------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| Financial assistance received/(refunded) in cash during the reporting period | 27,826 | 27,169 | 269 | 204 | - | - | 28,095 | 27,373 |
| Net accrual adjustments | - | - | - | - | - | - | - | - |
| Revenue for the period | 27,826 | 27,169 | 269 | 204 | - | - | 28,095 | 27,373 |
| Surplus/(deficit) from the previous year | 966 | 588 | 26 | 26 | - | - | 992 | 614 |
| Total revenue including accrued revenue | 28,792 | 27,757 | 295 | 230 | - | - | 29,087 | 27,987 |
| Less expenses including accrued expenses | (28,209) | (26,791) | (209) | (204) | - | - | (28,418) | (26,995) |
| Surplus/(deficit) for reporting period | 583 | 966 | 86 | 26 | - | - | 669 | 992 |

⁴ The reported surplus for the Research Training Program of \$0.583 million for 2021 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 2021 | Domestic students \$'000 | Overseas students \$'000 | Total \$'000 |
|--|-----------------------------|-----------------------------|-----------------|
| Research Training Program Fees offsets | 19,440 | 314 | 19,754 |
| Research Training Program Stipends | 7,143 | 1,186 | 8,329 |
| Research Training Program Allowances | 46 | 80 | 126 |
| Total for all types of support | 26,629 | 1,580 | 28,209 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

32 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(d) Research Support Program

| | Research Support Program | | Total | |
|---|--------------------------|----------------|----------------|----------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| Financial assistance received in cash during the reporting period | 44,274 | 20,843 | 44,274 | 20,843 |
| Net accrual adjustments | - | - | - | - |
| Revenue for the period | 44,274 | 20,843 | 44,274 | 20,843 |
| Surplus/(deficit) from the previous year | - | - | - | - |
| Total revenue including accrued revenue | 44,274 | 20,843 | 44,274 | 20,843 |
| Less expenses including accrued expenses | (44,274) | (20,843) | (44,274) | (20,843) |
| Surplus/(deficit) for reporting period | - | - | - | - |

(e) Australian Research Council Grants

(i) Discovery

| | Projects ¹ | | Fellowships | | Total | |
|---|-----------------------|----------------|----------------|----------------|----------------|----------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| Financial assistance received in cash during the reporting period | 4,826 | 6,809 | 4,637 | 4,555 | 9,463 | 11,364 |
| Net accrual adjustments | 3,009 | 4,949 | (559) | (555) | 2,450 | 4,394 |
| Revenue for the period | 7,835 | 11,758 | 4,078 | 4,000 | 11,913 | 15,758 |
| Surplus/(deficit) from the previous year | 12,578 | 7,584 | 4,184 | 3,818 | 16,762 | 11,402 |
| Total revenue including accrued revenue | 20,413 | 19,342 | 8,262 | 7,818 | 28,675 | 27,160 |
| Less expenses including accrued expenses | (5,078) | (6,764) | (4,009) | (3,634) | (9,087) | (10,398) |
| Surplus/(deficit) for reporting period | 15,335 | 12,578 | 4,253 | 4,184 | 19,588 | 16,762 |

¹Includes Early Career Researcher Award.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

32 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(e) Australian Research Council Grants (continued)

(ii) Linkages

| | Infrastructure | | Projects | | Total | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| Financial assistance received in cash during the reporting period | - | 1,480 | 3,452 | 2,791 | 3,452 | 4,271 |
| Net accrual adjustments | 3,464 | (374) | 360 | 292 | 3,824 | (82) |
| Revenue for the period | 3,464 | 1,106 | 3,812 | 3,083 | 7,276 | 4,189 |
| Surplus/(deficit) from the previous year | (359) | (537) | (495) | (471) | (854) | (1,008) |
| Total revenue including accrued revenue | 3,105 | 569 | 3,317 | 2,612 | 6,422 | 3,181 |
| Less expenses including accrued expenses | (2,498) | (928) | (3,291) | (3,107) | (5,789) | (4,035) |
| Surplus/(deficit) for reporting period | 607 | (359) | 26 | (495) | 633 | (854) |

(iii) Centres

| | Centres | | Other | | Total | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 | 2021 \$'000 | 2020 \$'000 |
| Financial assistance received in cash during the reporting period | 1,868 | 990 | 256 | 98 | 2,124 | 1,088 |
| Net accrual adjustments | - | - | - | - | - | - |
| Revenue for the period | 1,868 | 990 | 256 | 98 | 2,124 | 1,088 |
| Surplus/(deficit) from the previous year | 745 | 891 | 112 | 15 | 857 | 906 |
| Total revenue including accrued revenue | 2,613 | 1,881 | 368 | 113 | 2,981 | 1,994 |
| Less expenses including accrued expenses | (1,623) | (1,136) | (175) | (1) | (1,798) | (1,137) |
| Surplus/(deficit) for reporting period | 990 | 745 | 193 | 112 | 1,183 | 857 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2021

32 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

| | 2021 \$'000 | 2020 \$'000 |
|--|----------------|----------------|
| (f) OS-HELP | | |
| Cash received during the reporting period | - | 5,038 |
| Cash spent during the reporting period | - | (5,038) |
| 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 | 4,476 | 4,869 |
| University contribution in respect of current employees | 239 | 292 |
| Cash available | 4,715 | 5,161 |
| Cash surplus/(deficit) from the previous period | 42 | 442 |
| Cash available for current period | 4,757 | 5,603 |
| Contributions to specified defined benefit funds | (4,508) | (5,561) |
| Cash surplus/(deficit) for the reporting period | 249 | 42 |
| (h) Student Services and Amenities Fee | | |
| Unspent/(Overspent) revenue from previous period | 132 | 164 |
| SA-HELP Revenue Earned | 2,413 | 2,198 |
| Student Services and Amenities Fees direct from Students | 4,017 | 2,908 |
| Total revenue expendable in period | 6,562 | 5,270 |
| Student Services expenses during period | (6,561) | (5,138) |
| Unspent/(Overspent) Student Services Revenue | 1 | 132 |

REPORT BY THE MEMBERS OF THE UNIVERSITY COUNCIL

The members of the University Council present their report for the year ended 31 December 2021.

MEMBERS

The following persons were members of the Council of Curtin University during the year ended 31 December 2021:

Members appointed by Governor

Ms Elisa Fear
Mr Damian Gordon
Mr Michael Lundberg

Member who is the Vice-Chancellor

Professor John Cordery, Interim Vice-Chancellor (ceased 18 April 2021)

Professor Harlene Hayne (commenced 19 April 2021)

Co-opted Members

Dr Terry Agnew
Dr Andrew Crane, Chancellor
Dr Vanessa Guthrie, Pro Chancellor
Mr David Southam
Dr Katherine Stannage

Members Elected by Full-time Academic Staff

Professor Julia Richardson (commenced 1 April 2021)

Members Elected by the graduates of the University

Ms Kim Gibson (commenced 1 April 2021)
Dr Samantha Hall (commenced 1 April 2021)

Members Elected by Full-time General Staff

Ms Catherine Clark

Member who is the Chairperson of Academic Board

Professor Dale Pinto

Members Elected by Students

Ms May Majimbi (postgraduate student)
Mr Jeremy Ash (undergraduate student - commenced 1 April 2021)
Mr Chris Hall (undergraduate student - ceased 31 March 2021)

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 2021, and the number of meetings attended by each member were:

| MEMBERS | COUNCIL MEETINGS ¹ | | MEETINGS OF COMMITTEES | | | | | | | | | | | | |
|--|-------------------------------|------|--------------------------|------|-----------|------|--|----------|------|-------------|------|-------------|------|--------------------------------------|------|
| | | | AUDIT, RISK & COMPLIANCE | | EXECUTIVE | | | FINANCE | | LEGISLATIVE | | NOMINATIONS | | UNIVERSITY COUNCIL HEALTH AND SAFETY | |
| | ATTENDED | HELD | ATTENDED | HELD | ATTENDED | HELD | | ATTENDED | HELD | ATTENDED | HELD | ATTENDED | HELD | ATTENDED | HELD |
| Dr Terry Agnew ³ | 7 | 7 | | | 10 | 10 | | 7 | 7 | | | 2 | 2 | 2 | 3 |
| Mr Jeremy Ash | 5 | 5 | | | | | | | | | | | | 2 | 2 |
| Dr Andrew Crane, Chancellor | 7 | 7 | | | 10 | 10 | | | | | | 2 | 2 | | |
| Ms Catherine Clark | 7 | 7 | | | | | | | | | | | | 3 | 3 |
| Professor John Cordery, Interim Vice-Chancellor ³ | 2 | 2 | | | 4 | 4 | | 3 | 3 | | | | | | |
| Ms Elisa Fear | 7 | 7 | 5 | 5 | 4 | 5 | | | | | | 1 | 2 | 3 | 3 |
| Ms Kim Gibson | 5 | 5 | | | | | | | | | | | | | |
| Ms Beth Gordon (co-opted) ² | | | | | | | | 11 | 11 | | | | | | |
| Mr Damian Gordon ² | 6 | 7 | | | | | | 11 | 11 | | | | | | |
| Dr Vanessa Guthrie, Pro Chancellor ² | 6 | 7 | | | 9 | 10 | | 11 | 11 | | | 1 | 2 | 1 | 1 |
| Mr Chris Hall | 2 | 2 | | | | | | | | | | | | | |
| Dr Samantha Hall | 5 | 5 | | | | | | | | | | | | | |
| Professor Harlene Hayne, Vice-Chancellor ³ | 5 | 5 | | | 6 | 6 | | 7 | 7 | 1 | 1 | 2 | 2 | 3 | 3 |
| Mr Michael Lundberg | 6 | 7 | | | | | | | | 1 | 1 | | | 2 | 2 |
| Ms May Majimbi | 7 | 7 | | | | | | | | | | | | | |
| Mr Matt Mueller (co-opted) | | | 5 | 5 | | | | | | | | | | | |
| Professor Dale Pinto | 7 | 7 | | | 9 | 10 | | | | 1 | 1 | | | | |
| Professor Julia Richardson | 5 | 5 | | | | | | | | | | | | | |
| Ms Ann Robinson (co-opted) | | | 5 | 5 | | | | | | | | | | | |
| Ms Vicki Robinson (co-opted) | | | | | | | | | | 1 | 1 | | | | |
| Mr David Southam | 7 | 7 | 5 | 5 | 10 | 10 | | | | | | 2 | 2 | | |
| Dr Katherine Stannage | 7 | 7 | | | | | | | | | | | | | |
| Mr Darren Weaver (co-opted) ² | | | | | | | | 11 | 11 | | | | | | |

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 Also a member of the Curtin University Foundation Board

³ 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 were:

- (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 2021 was \$113.311 million (2020: -\$1.098 million).

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

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

Significant changes in the State of Affairs

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

Matters subsequent to the end of the financial year

No 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 material 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 Supplementary Legal Expenses Cover, through contracts with external insurance providers.

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

Proceedings on behalf of and against Curtin University

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.

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 16th day of March 2022

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 2021.



Dr Andrew Crane
Chancellor



Professor Harlene Hayne
Vice-Chancellor

On behalf of the University Council Dated this 16th day of March 2022

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 Curtin’s Strategic Plan (2017–2022). 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 Experience | 1.1 Student satisfaction (SES) – undergraduate students |
| | 1.2 Retention rate – undergraduate students |
| 2. Student Demand and Quality | 2.1 Curtin market share of WA university students - total commencements |
| 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 – Aboriginal and Torres Strait Islander 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 |

Engagement and Impact

| | |
|-------------------------------|--|
| 6. Industry Engagement | 6.1 Category 3 and 4 industry income and industry scholarships |
|-------------------------------|--|

People and Culture

| | |
|--------------------------------|---|
| 7. Staff Engagement | 7.1 Staff engagement survey results |
| 8. Diversity and Equity | 8.1 Number of Aboriginal and Torres Strait Islander staff and internships |
| | 8.2 Staff gender balance |

Global Positioning

| | |
|------------------------------------|---|
| 9. International Reputation | 9.1 International co-authorship |
| | 9.2 Academic Ranking of World Universities (ARWU) ranking |

Sustainable Future

| | |
|-------------------------------------|--|
| 10. Financial Sustainability | 10.1 Teaching and Learning (T&L) expenditure per EFTSL |
| | 10.2 Revenue from non-Commonwealth sources |

Learning and Student Experience

Outcome Component: 1. 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: 1.1 Student Satisfaction (SES) – Undergraduate Students

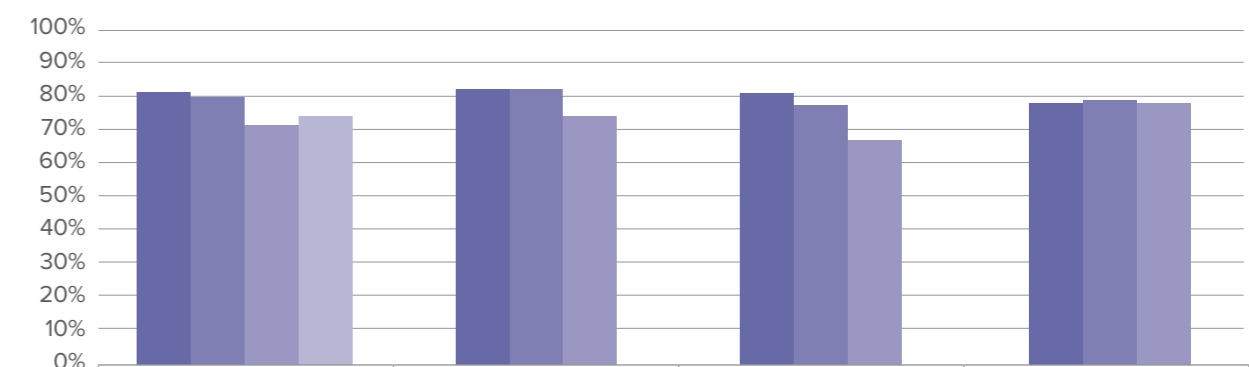
Classification: Effectiveness measure

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 consistently been above the ATN and Sector averages; however lower than the WA average. Across the sector, COVID-19 disruptions resulted in significantly weaker performance in 2020 and 2021; however satisfaction among Curtin’s undergraduate cohort has shown improvement in 2021. The 2021 national data is not yet available.

Student Satisfaction (SES) – Undergraduate Students



| | Curtin | WA | ATN ⁽⁵⁾ | Sector |
|-------------|--|-------------------|--------------------|-------------------|
| 2018 | 81.6% 9 th | 82.6% | 80.9% | 79.2% |
| 2019 | 80.0% 11 th | 82.4% | 78.6% | 78.4% |
| 2020 | 71.7% 12 th | 73.8% | 67.7% | 68.3% |
| 2021 | 73.3% ⁽³⁾ na ⁽⁴⁾ | na ⁽⁴⁾ | na ⁽⁴⁾ | na ⁽⁴⁾ |
| 2020 Target | Top 10 in Aus. | | | |
| 2021 Target | 80.0%. | | | |

Data source: 2018–2021 Curtin data, Curtin Tableau Report prepared and issued by the SRC; 2018–2020 WA, ATN and 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 2021 the number of domestic Curtin survey respondents was 6,292, domestic Curtin graduate population size was 16,219, and the response rate was 38.8 per cent. The margin of error was +/-0.97 per cent at a 95 per cent confidence level.
- (4) Benchmark data for 2021 is not yet available due to timing of data collection and release by the SRC.
- (5) From 2018 onwards the ATN data excludes Queensland University of Technology (QUT) (QUT left the ATN in September 2018). Deakin joined the ATN in December 2020 so will be included in figures from 2021 onwards.

Learning and Student Experience (continued)

Key Performance Indicator: 1.2 Retention Rate – Undergraduate Students

Classification: Effectiveness measure

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

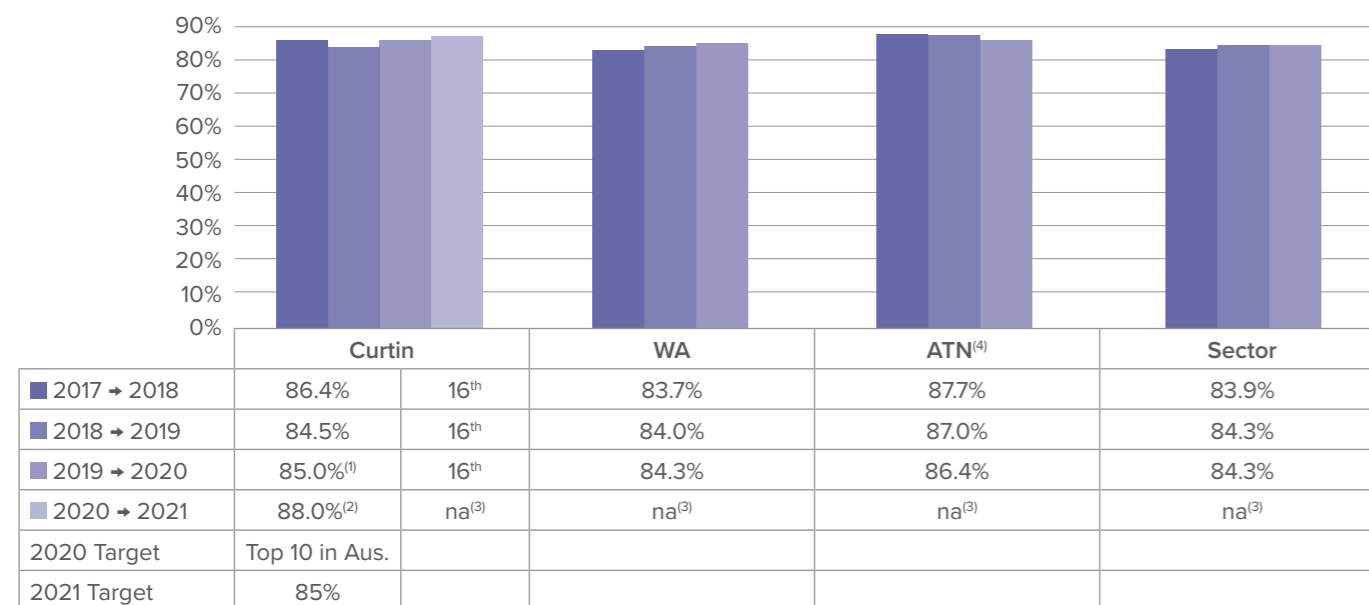
Minimising the attrition of students, as measured through student retention, allows the University to optimise its student load and revenue base, and ensures students can fulfil their ambitions to obtain a university qualification.

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 2020. 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 continues to improve. Historically, benchmarking shows that Curtin has typically performed above the WA and Sector averages. The 2021 benchmark data is not yet available.

Retention Rate – Undergraduate Students



Data source: 2017–2020 Retention data, DESE; Curtin’s internal systems.

Notes:

- (1) The 2019->2020 metric has been restated due to an internal measure being used as an interim proxy.
- (2) The 2020->2021 percentage is derived using Curtin’s internal systems and may be restated in the following year once the DESE publish the final outcome.
- (3) Benchmark data for 2020->2021 is not available due to timing of data collection and release by DESE.
- (4) From 2018->2019 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018). Deakin joined the ATN in December 2020 so will be included in figures from 2021 onwards.

Learning and Student Experience (continued)

Outcome Component: 2. Student Demand and Quality

Monitoring the market share of total commencements provides an assessment of the strength of student demand across all student cohorts. This reflects the value and reputation of Curtin courses in the WA university sector.

Key Performance Indicator: 2.1 Curtin Market Share of WA University Students – Total Commencements

Classification: Effectiveness measure

Benchmark gauge: Comparison of Curtin’s market share against previous years reflects the changes in demand for Curtin courses.

Total Commencements measures 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, Skills and Employment (DESE), Canberra. Curtin improved its WA market share from 32.8 per cent in 2019 to 34.2 per cent in 2020, which is reflective of the learning and teaching quality.

Curtin Market Share of WA University Students

| | 2018 | 2019 | 2020 | 2021 | 2020 Target | 2021 Target |
|---------------------|-------|-------|-------|-------------------|-------------|-------------|
| Total Commencements | 33.2% | 32.8% | 34.2% | na ⁽¹⁾ | 40.0% | 40.0% |

Data source: 2017–2020 Total Commencements data, DESE.

Notes:

- (1) Total Commencements data for 2021 is not yet available due to timing of data collection and release by DESE.

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

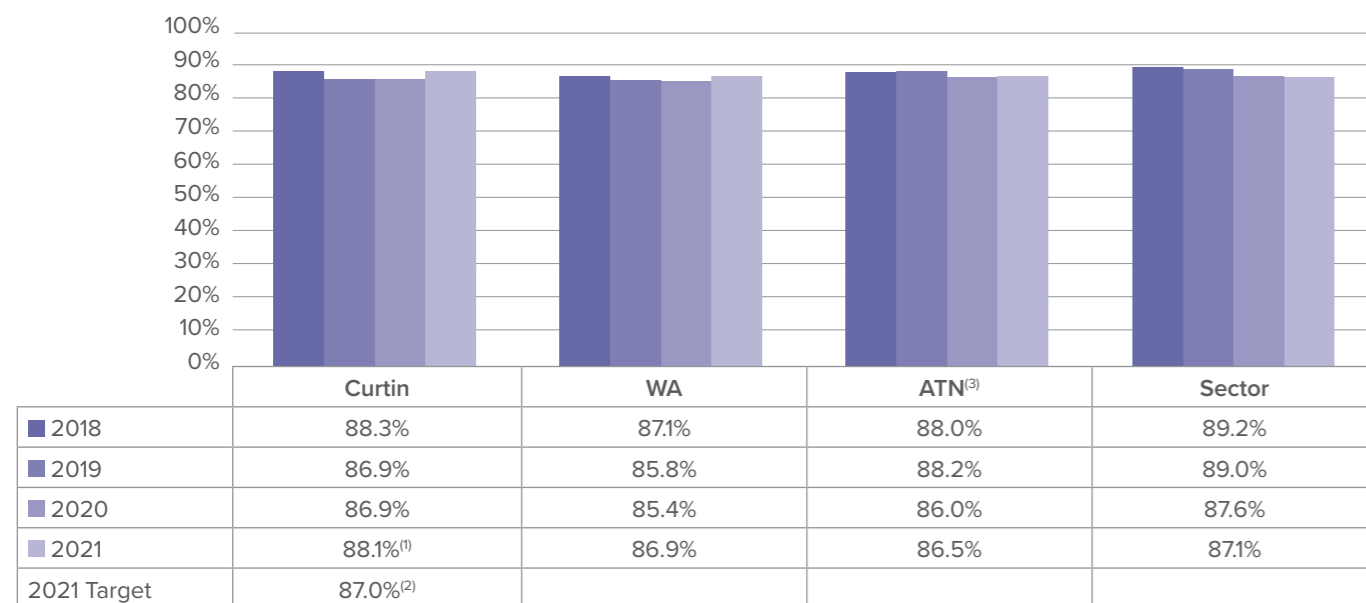
Classification: Effectiveness measure

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 DESE, which collects information on graduate 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 improved, up from 86.9 per cent in 2020 to 88.1 percent in 2021, with Curtin ranked the top public university in WA for domestic graduate employment rates and achieving above target in 2021.

Domestic Graduate Employment Rates



Data source: 2018–2021 Curtin, WA, ATN and Sector data, Curtin UA GOS Tableau Report prepared and issued by the SRC.

Notes:

- (1) In 2021 the number of domestic Curtin survey respondents was 2,218, domestic Curtin graduate population size was 5,667 and the response rate was 39.1 per cent. The margin of error was +/-1.62 per cent at a 95 per cent confidence level.
- (2) The 2020 target was previously based on Curtin's ranking of public universities; however the change to a percentage target for 2021 facilitates a continued improvement focus for Curtin.
- (3) From 2018 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018). Deakin joined the ATN in December 2020 and are included in figures from 2021 onwards.

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 Aboriginal and Torres Strait Islander 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

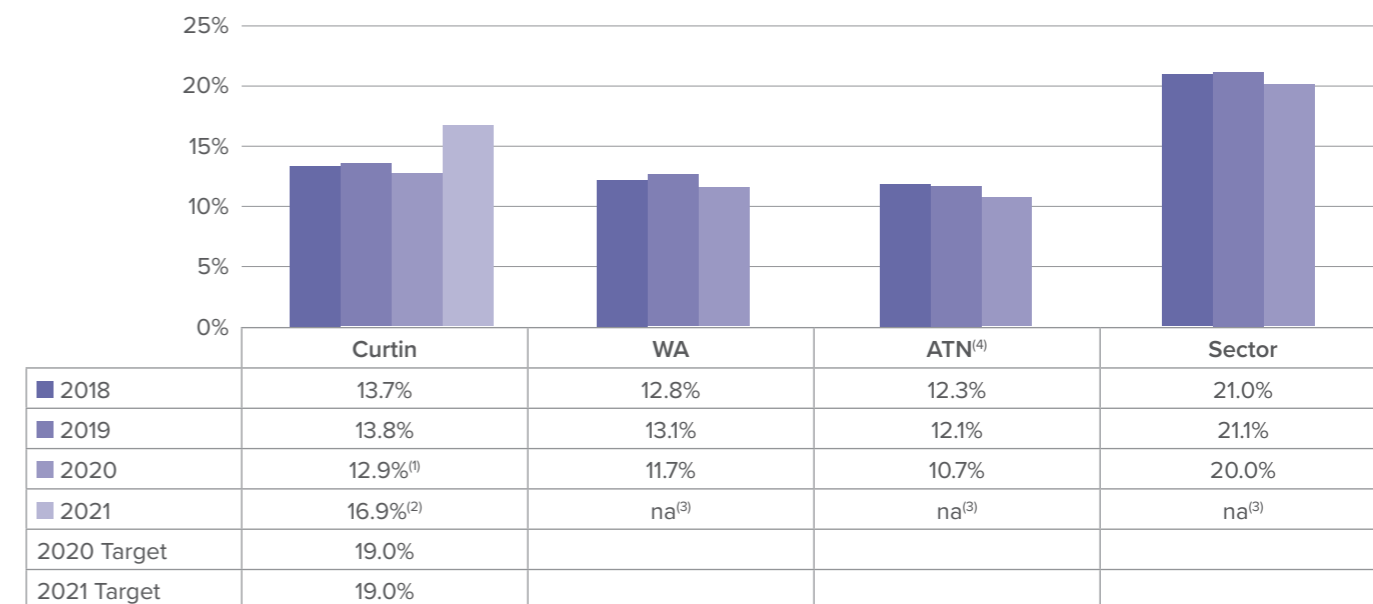
Classification: Effectiveness measure

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.

The 2021 performance was below target; however Curtin has continued to perform ahead of the WA average, demonstrating a continued focus on attracting regional and remote students. Historical benchmarking shows that Curtin also typically performs above the ATN average.

Percentage of Total Domestic Enrolments – Regional and Remote Students



Data source: 2018–2020 Equity groups data, DESE; Curtin's internal systems.

Notes:

- (1) The 2020 metric has been restated due to an internal measure being used as an interim proxy.
- (2) The 2021 percentage is derived using Curtin's internal systems and may be restated in the following year once the DESE publish the final outcome.
- (3) Benchmark data for 2021 is not available due to timing of data collection and release by DESE.
- (4) 2019 onwards excludes QUT from ATN data (QUT left the ATN in September 2018). Deakin joined the ATN in December 2020 so will be included in figures from 2021 onwards.

Learning and Student Experience (continued)

Key Performance Indicator: 4.2 Total Enrolments – Aboriginal and Torres Strait Islander Students

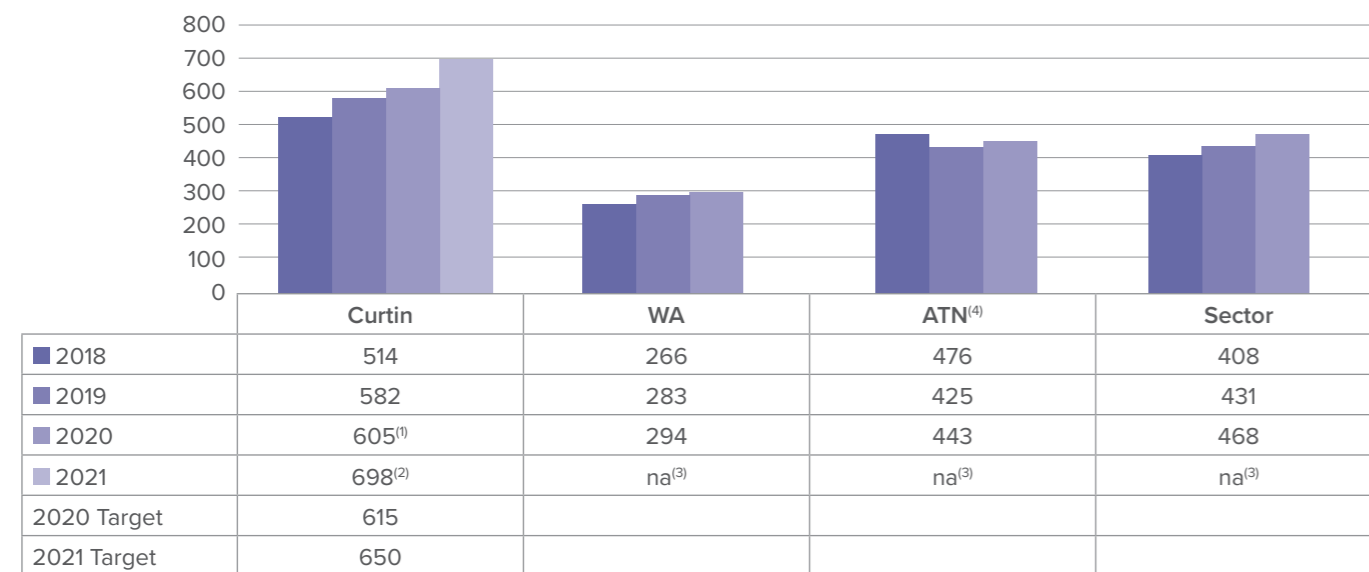
Classification: Effectiveness measure

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

This measure includes all Aboriginal and Torres Strait Islander students enrolled at Curtin, both undergraduate and postgraduate.

In 2021, the University achieved an increase in its overall Aboriginal and Torres Strait Islander enrolment numbers from 2020, which was well above the target. Historical trends show that Curtin has been performing above the WA, ATN and sector averages for this measure.

Total Enrolments – Aboriginal and Torres Strait Islander students



Data source: 2018–2020 Aboriginal and Torres Strait Islander student data, DESE; Curtin's internal systems.

Notes:

- (1) The 2020 metric has been restated due to an internal measure being used as an interim proxy.
- (2) The 2021 figure is derived using Curtin's internal systems and may be restated in the following year once the DESE publish the final outcome.
- (3) Benchmark data for 2021 is not available due to timing of data collection and release by DESE.
- (4) 2019 onwards excludes QUT from ATN data (QUT left the ATN in September 2018). Deakin joined the ATN in December 2020 so will be included in figures from 2021 onwards.

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 plateaued in 2020 at 5.3. Historical trends show that Curtin continues to track above ATN and sector averages. The results are in line with Curtin's research strategic direction to focus on encouraging and supporting quality research outputs. Due to a one-year data lag, data is only available up to 2020.

Publications per Research Staff FTE

| Publications per Research Staff FTE | 2018 | 2019 | 2020 | 2021 | 2020 Target | 2021 Target |
|---|------|------|------|-------------------|-------------|-------------|
| Curtin | 4.4 | 5.3 | 5.3 | na ⁽²⁾ | 4.5 | 4.5 |
| Average ATN Universities ⁽¹⁾ | 3.2 | 3.7 | 3.7 | na ⁽²⁾ | | |
| Average Sector | 2.7 | 3.0 | 3.1 | na ⁽²⁾ | | |

Data source: 2018–2020 Publications InCites dataset, Web of Science schema; 2018–2020 Staff FTE data, DESE.

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

Notes:

- (1) 2019 onwards excludes QUT from ATN data (QUT left the ATN in September 2018). Deakin joined the ATN in December 2020 so will be included in figures from 2021 onwards.
- (2) 2021 is not yet available due to timing of data collection.

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 2020. Curtin's research income has continued to increase and exceeded the 2020 target of \$100.0m. The University exceeded the ATN average; however was behind the sector average in 2020. Curtin's rank declined by one place to 11th nationally in 2020.

Total Research Income (HERDC Category 1–4)

| Total Research Income (HERDC Category 1-4) | 2018 | 2019 | 2020 | 2021 | 2020 Target | 2021 Target |
|--|---------|----------|----------|-------------------|-------------|-------------|
| Curtin | \$93.5m | \$109.1m | \$111.3m | na ⁽²⁾ | \$100.0m | \$105.0m |
| Average ATN Universities ⁽¹⁾ | \$79.9m | \$85.9m | \$90.6m | na ⁽²⁾ | | |
| Average Sector | \$99.3m | \$109.1m | \$121.6m | na ⁽²⁾ | | |
| All Australian Rank | 12 | 10 | 11 | na ⁽²⁾ | | |

Data source: 2018–2020 Research income data, DESE.

Notes:

(1) 2019 onwards excludes QUT from ATN data (QUT left the ATN in September 2018). Deakin joined the ATN in December 2020 so will be included in figures from 2021 onwards.

(2) Data for 2021 is not available due to timing of data collection and release by DESE.

Research and Innovation (continued)

Key Performance Indicator: 5.3 Completion Numbers – Higher Degree by Research (HDR) Students

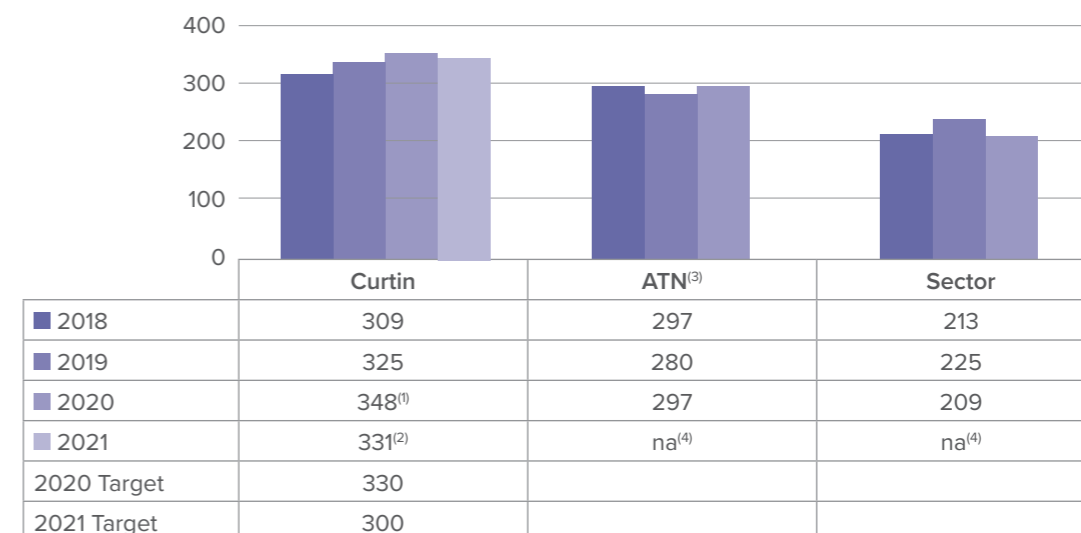
Classification: Effectiveness measure

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 had 331 HDR completions in 2021, which was above the target of 300. Benchmark data for 2021 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: 2018–2020 Award course completions data, DESE; Curtin's internal systems.

Notes:

(1) The 2020 metric has been restated due to an internal measure being used as an interim proxy.

(2) The 2021 figure is derived using Curtin's internal systems and may be restated in the following year once the DESE publish the final outcome. Data shows headcount.

(3) 2019 onwards excludes QUT from ATN data (QUT left the ATN in September 2018). Deakin joined the ATN in December 2020 so will be included in figures from 2021 onwards.

(4) Benchmark data for 2021 is not available due to timing of data collection and release by DESE.

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: WA universities, ATN universities and the Higher Education sector.

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 2020. Curtin attained the 2020 target of \$40.0m despite COVID-19 challenges, achieving \$46.8m for the year. Curtin has historically tracked above the WA and ATN averages, and in 2020, achieved above the WA, ATN and sector averages.

Industry Income (Category 3 – 4) and Industry Scholarships

| Industry Income (Category 3-4) and Industry Scholarships | 2018 | 2019 | 2020 | 2021 | 2020 Target | 2021 Target |
|--|---------|---------|---------|-------------------|-------------|-------------|
| Curtin | \$31.2m | \$31.5m | \$46.8m | na ⁽²⁾ | \$40.0m | \$40.0m |
| Average WA Universities | \$22.6m | \$25.8m | \$33.3m | na ⁽³⁾ | | |
| Average ATN Universities ⁽¹⁾ | \$30.1m | \$32.7m | \$36.8m | na ⁽³⁾ | | |
| Average Sector | \$34.1m | \$38.0m | \$41.8m | na ⁽³⁾ | | |

Data source: 2018–2020 Research income data, DESE; 2018–2020 Scholarship data Curtin's internal systems.

Notes:

- (1) 2019 onwards excludes QUT from ATN data (QUT left the ATN in September 2018). Deakin joined the ATN in December 2020 so will be included in figures from 2021 onwards.
 (2) 2021 Research income data is unavailable due to timing of data collection and release by DESE.
 (3) Benchmark data for 2021 is not available due to timing of data collection and release by DESE.

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 survey measures overall satisfaction and the level of staff engagement, an outcome component of the 2017–2022 Strategic Plan.

Key Performance Indicator: 7.1 Staff Engagement Survey Results

Classification: Effectiveness measure

Benchmark gauge: Not applicable

This staff engagement survey is conducted annually.

2021 staff engagement survey results show a decline against 2020 outcomes, with 69.8 per cent of staff indicating that they are overall satisfied compared to 73.1 per cent in 2020. Results remain below the target of 75.0 percent.

Staff Engagement Survey Results

| | 2019 | 2020 | 2021 | 2021 Target |
|---|-------|-------|-------|-------------|
| Overall Staff Satisfaction ⁽¹⁾ | 72.9% | 73.1% | 69.8% | 75.0% |

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

Notes:

- (1) 2019-2021 staff engagement survey results are collected using Curtin's internal systems and includes all Australian campuses. In 2021 the number of Curtin staff survey respondents excluding sessionals and casuals (e.g. University Associates) was 2,562 from an eligible survey population of 3,471. A response rate of 73.8 per cent was recorded. The margin of error was +/-0.99 per cent at a 95 per cent confidence level.

People and Culture (continued)

Outcome Component: 8. Diversity and Equity

An increased number of Aboriginal and Torres Strait Islander people in the workforce is a key objective of the University and aligns to the Curtin Reconciliation Action Plan.

Increased participation of women in the workforce is part of the University's Equal Employment Opportunity Management Plan.

Key Performance Indicator: 8.1 Number of Aboriginal and Torres Strait Islander Staff and Internships

Classification: Effectiveness measure

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

Aboriginal and Torres Strait Islander staff include Continuing/Fixed Term and Sessional/Casual staff. Internships includes Aboriginal and Torres Strait Islander students undertaking casual employment through Curtin's "Earn While You Learn" program and "Aboriginal and Torres Strait Islander Student Placement Program."

Building on the success of 2020, Curtin performed well in 2021 with 177 Aboriginal and Torres Strait Islander staff and interns, which was well above the target of 150 for 2021. Despite recruitment challenges as a result of COVID-19, the Aboriginal and Torres Strait Islander staff numbers reflect a continued focus for the University.

Number of Aboriginal and Torres Strait Islander Staff and Interns

| | 2018 | 2019 | 2020 | 2021 | 2021 Target |
|--|------|------|------|------|-------------|
| Aboriginal and Torres Strait Islander Staff and Interns ⁽¹⁾ | 116 | 145 | 148 | 177 | 150 |

Data source: 2018–2021 Aboriginal and Torres Strait Islander staff and interns data is derived from Curtin's internal systems.

Notes:

(1) 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 women (FTE) in senior positions, which are those who are in "Professional Higher Education Worker (HEW) Level ≥10" and "Academic Level E (ALE)" positions.

Curtin's percentage of women in professional HEW ≥ 10 positions increased between 2020 and 2021, but did not meet the 2021 target. Women in ALE positions declined between 2020 and 2021, also falling below the 2021 target. Curtin is currently below the ATN and sector averages and strategies are in place to support Curtin achieving the longer-term targets. A focus on academic promotion and career development and succession planning is expected to have a positive impact on the representation of women across Professional HEW ≥10 and ALE positions.

Women in Professional HEW ≥10 Positions

| Women in Professional HEW ≥10 Positions | 2018 | 2019 | 2020 | 2021 | 2021 Target |
|---|-------|-------|-------|-------|-------------|
| Curtin | 36.8% | 44.7% | 44.4% | 46.4% | 48%-52% |
| ATN Average ⁽¹⁾ | 51.5% | 51.3% | 54.5% | 55.2% | |
| Sector Average | 51.5% | 52.7% | 53.3% | 54.2% | |

Women in Academic Level E Positions

| Women in ALE Positions | 2018 | 2019 | 2020 | 2021 | 2021 Target |
|----------------------------|-------|-------|-------|-------|-------------|
| Curtin | 25.1% | 26.9% | 29.9% | 26.0% | 29.0% |
| ATN Average ⁽¹⁾ | 29.5% | 30.8% | 31.9% | 33.6% | |
| Sector Average | 28.2% | 29.4% | 30.5% | 30.8% | |

Data source 2018-2021 data, Australian Higher Education Industrial Association (AHEIA).

Notes:

(1) 2019 onwards excludes QUT from ATN data (QUT left the ATN in September 2018). Deakin joined the ATN in December 2020 so will be included in figures from 2021 onwards.

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.

Key Performance Indicator: 9.1 International Co-authorship

Classification: Effectiveness measure

Benchmark gauge: Higher Education sector.

Comparison of Curtin's percentage of international co-authorship reflects the level of international engagement of staff with peers overseas. The data is 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).

As international co-authorship data is reported with a year lag, data is only available up to 2020. Curtin has exceeded its target of 45.0% for 2020 with the percentage of international co-authorship reaching 67%. Curtin has historically remained above the sector average.

International Co-Authorship

| % of International Co-authorship | 2018 | 2019 | 2020 | 2021 | 2020 Target | 2021 Target |
|----------------------------------|------|------|------|-------------------|-------------|-------------|
| Curtin | 61% | 65% | 67% | na ⁽¹⁾ | 45% | 55% |
| Sector Average | 59% | 61% | 63% | na ⁽¹⁾ | | |

Data source: 2020 Publications, InCites dataset, Web of Science schema.

Notes:

(1) 2021 is not yet available due to timing of data collection.

Key Performance Indicator: 9.2 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 declining slightly to an estimated 214 globally.

ARWU Ranking

| | 2018 | 2019 | 2020 | 2021 | 2021 Target |
|-------------------------|---------|---------|---------|---------|-----------------------------------|
| World Rank | 151-200 | 201-300 | 201-300 | 201-300 | Maintain/improve top 200 position |
| Estimated World Rank | 181 | 212 | 211 | 214 | |
| National Rank | 9 | 9-15 | 9-15 | 9-15 | Maintain top 10 position |
| Estimated National Rank | 9 | 9 | 9 | 9 | |

Data source: 2018–2021 ARWU ranking data, ShanghaiRanking Consultancy; 2017–2021 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, a target for this measure has not been set.

Teaching and Learning Expenditure per EFTSL

| | 2018 | 2019 | 2020 | 2021 |
|---|-----------|-----------|-----------|-----------|
| Teaching and Learning Expenditure (\$'000) | \$586,378 | \$644,087 | \$638,181 | \$604,245 |
| EFTSL | 36,842 | 37,424 | 37,776 | 37,449 |
| Teaching and Learning Expenditure per EFTSL | \$15,916 | \$17,211 | \$16,894 | \$16,135 |

Data source: 2018–2021 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.

Revenue from Non-Commonwealth Sources

| | 2018 | 2019 | 2020 | 2021 | 2020 Target | 2021 Target |
|--------------------------|-------|-------|-------|-------|-------------|-------------|
| Non-Commonwealth Sources | 42.3% | 39.4% | 37.9% | 36.9% | 44.0% | 42.0% |

Data source: 2018–2021 data, Curtin's internal systems.



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