

REPORT ON OPERATIONS

GOVERNANCE OF THE UNIVERSITY

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

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

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

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

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

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

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

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

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

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

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

Major strategic issues considered by Council in 2013 included:

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

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

Strategic conversations included:

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

Portfolio presentations included:

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

MEMBERS OF COUNCIL FOR 2013

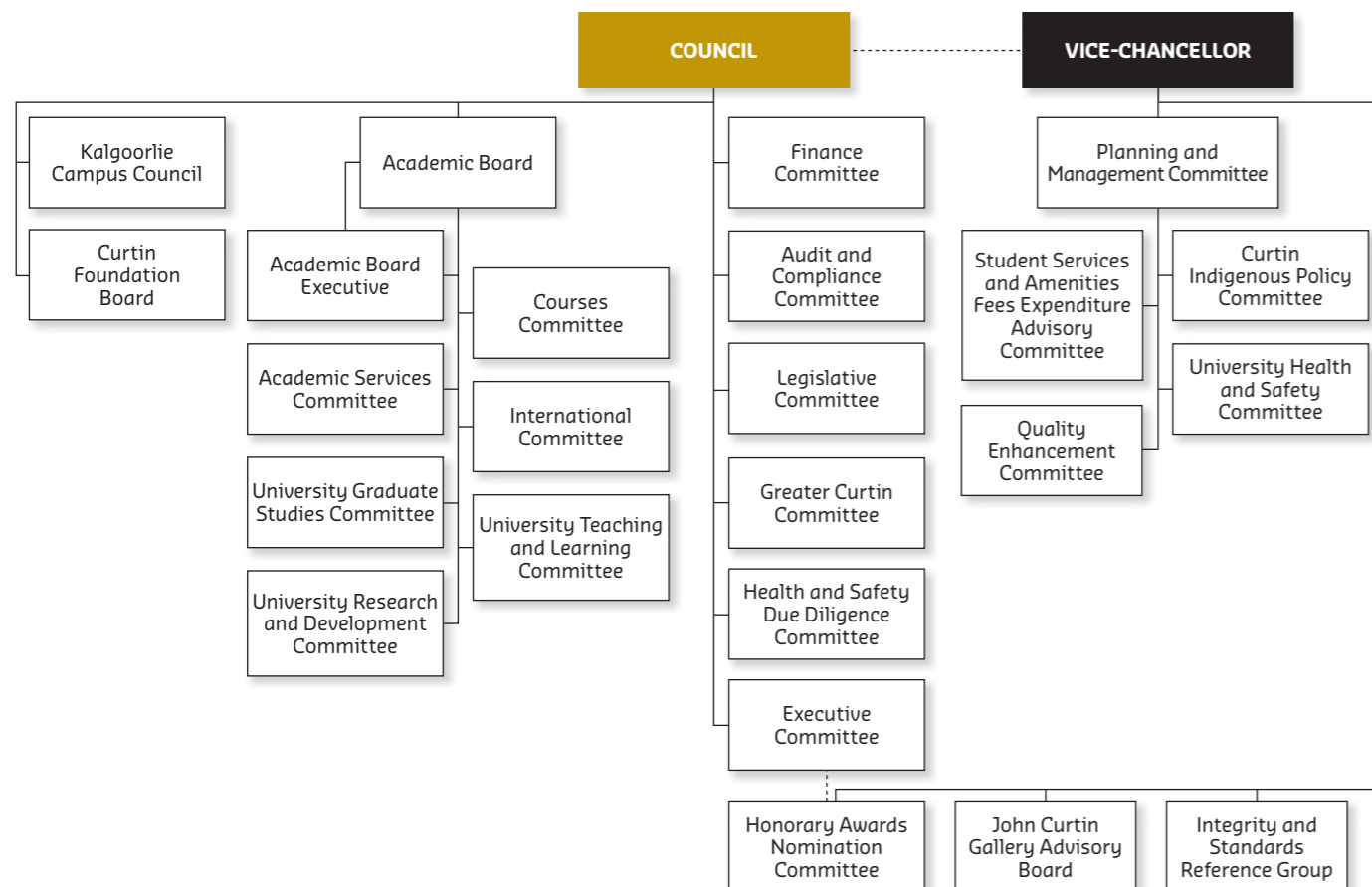
	Commenced	Terminated	Due to expire
Members appointed by Governor in Council			
Mr Colin Beckett (Chancellor from 01/01/2013) MA (Cantab) MICE	19/10/2010	31/3/2013	
Mr Chris Bennett BCom (UWA) C.A	01/04/2012 01/04/2009 25/05/2006	current 31/03/2012 31/03/2009	31/03/2015
Mr Kim Bridge BBus	15/11/2011	current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

Report on Operations (continued)

GOVERNANCE STRUCTURE (AS AT 31 DECEMBER 2013)



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



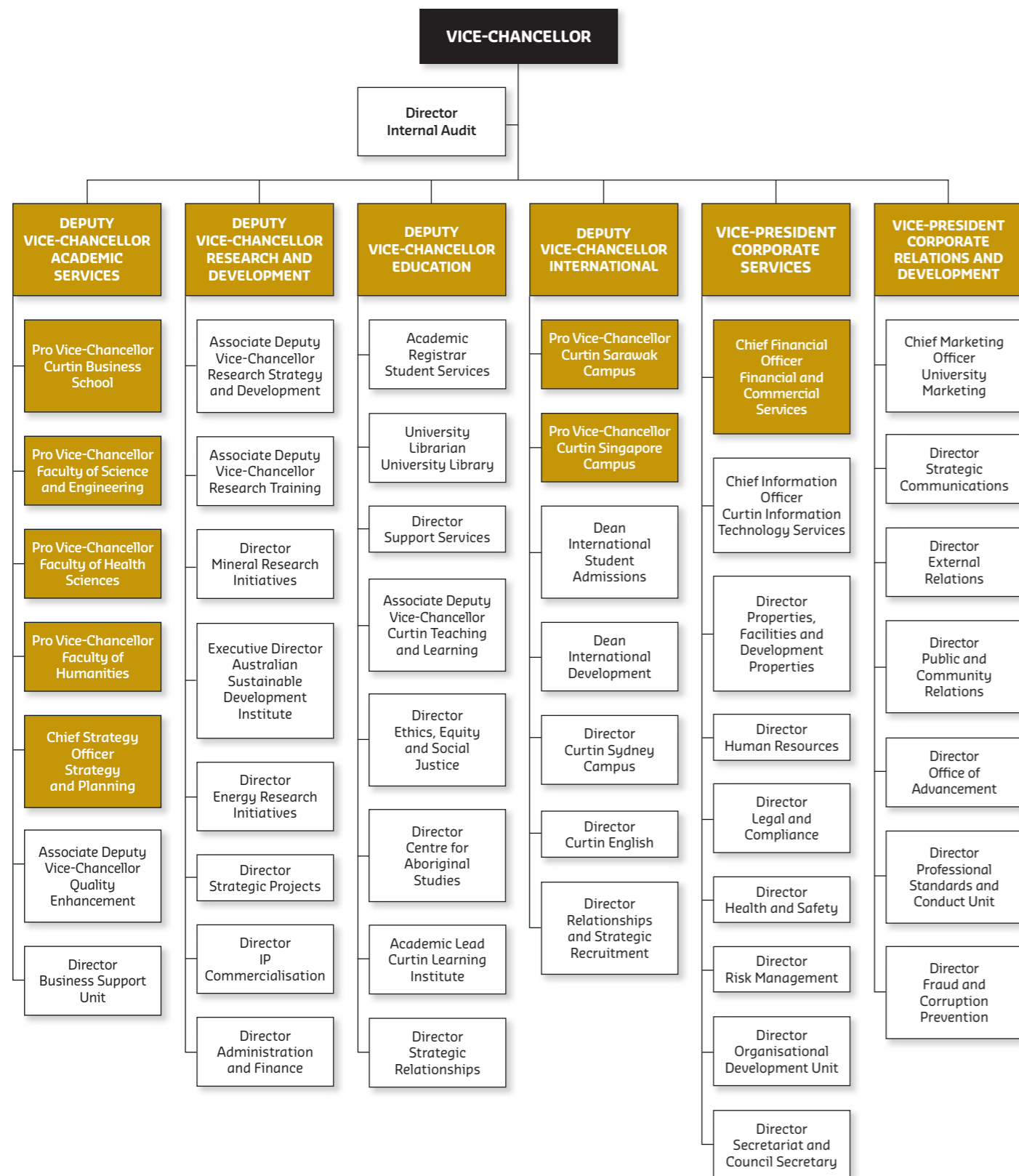
ADMINISTRATIVE STRUCTURE

Senior Officers

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

Report on Operations (continued)

ORGANISATIONAL CHART



STAFFING MATTERS

Staff Summary

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

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

Staffing Policies and Initiatives

The Vice-Chancellor's Awards for Excellence and Innovation

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

Academic Study Program procedures

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

Higher Degree support for Academic Staff procedures

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

Proactive recruitment

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

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

Industrial Relations

Enterprise bargaining

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

Reshaping of the academic workforce

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

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

Report on Operations (continued)

Individual staff disputation in Fair Work Australia/ Fair Work Commission

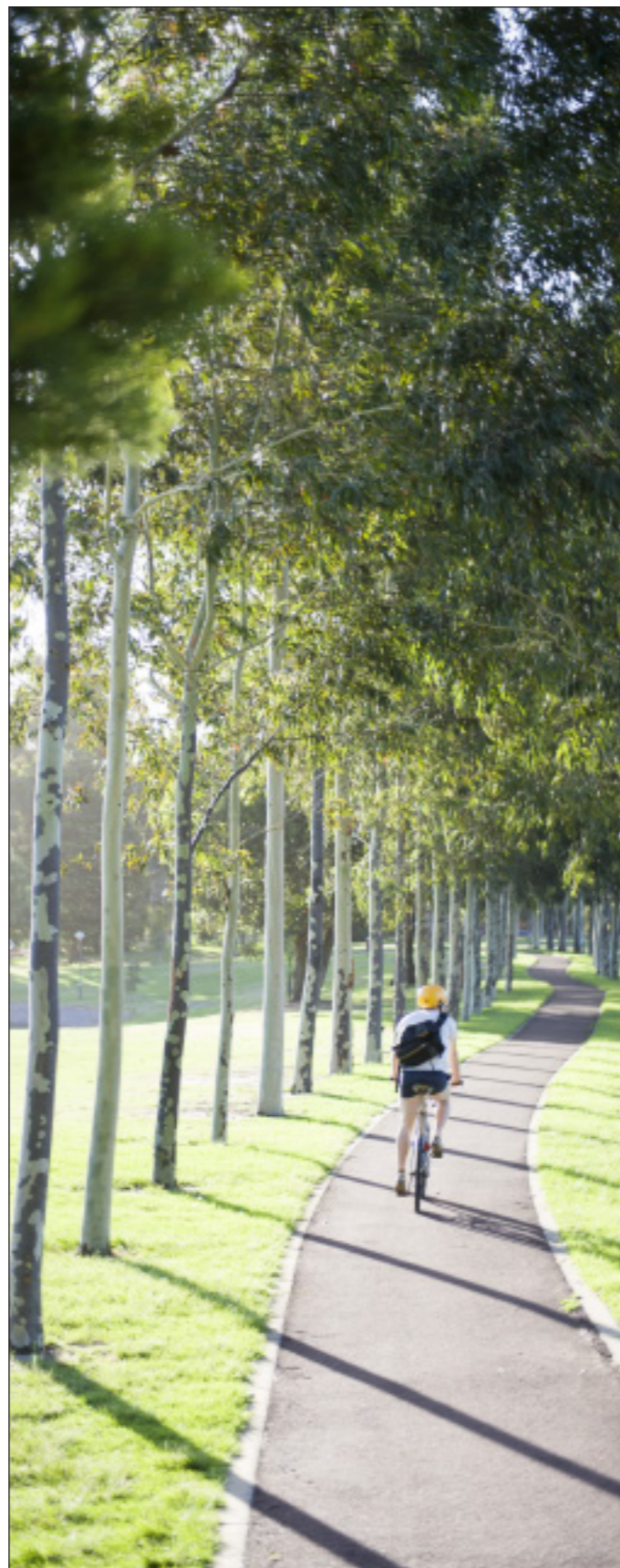
A number of claims made against the University were brought before Fair Work Australia / FWC. Two disputes involved claims from former fixed-term staff members in relation to offers of employment; one included a claim of misrepresentation and adverse action. Both matters lapsed, through want of prosecution;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

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

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

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

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



Health and Safety, Workers' Compensation and Injury Management

2013 Reportable Key Performance Indicators

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

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

Health and safety

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

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

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

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

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

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

Workers' Compensation and Injury Management

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

Report on Operations (continued)

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



SIGNIFICANT ISSUES AND TRENDS

Effect of Economic and Other Factors

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

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

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

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

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

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

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

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

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

Changes to the Legal Environment Affecting the University in 2013

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

Commonwealth legislation

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

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

Western Australian legislation

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

OTHER DISCLOSURES AND LEGAL REQUIREMENTS

Act of Grace Payments

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

Advertising - Electoral Act 1907

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

For 2013 the following costs were recorded against these items:

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

Capital Works

Curtin Master Plan

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

Report on Operations (continued)

Classrooms

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

Library

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

Infrastructure

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

HIVE facility – Building 200A

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

Public spaces refurbishment – Henderson Court

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

Research facilities

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

Teaching and medical – Building 410

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

Humanities – Building 501 refurbishment

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

Directors' and Officers' Liability Insurance

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

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

Disability Access and Inclusion Plan Outcomes

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

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

Outcome 1:

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

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

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

Outcome 2:

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

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

Outcome 3:

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

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

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

Outcome 4:

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

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

Outcome 5:

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

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

Outcome 6:

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

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

Outcome 7:

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

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

Agents and contractors

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

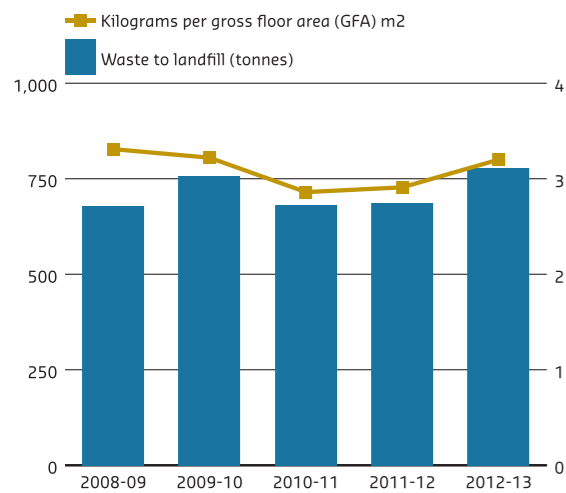


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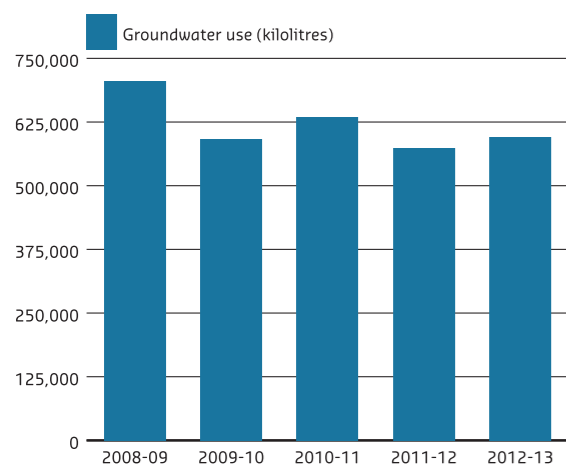
Environmental Sustainability

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

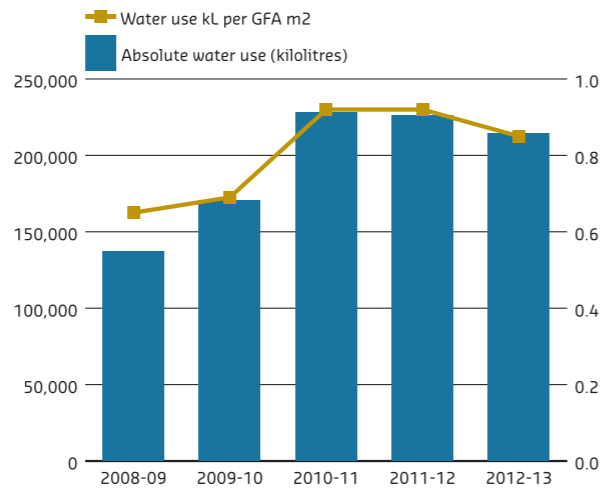
Waste to landfill (Bentley Campus)



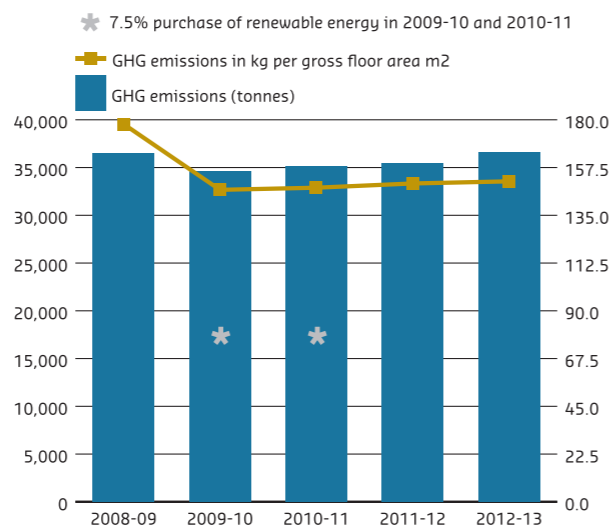
Groundwater use



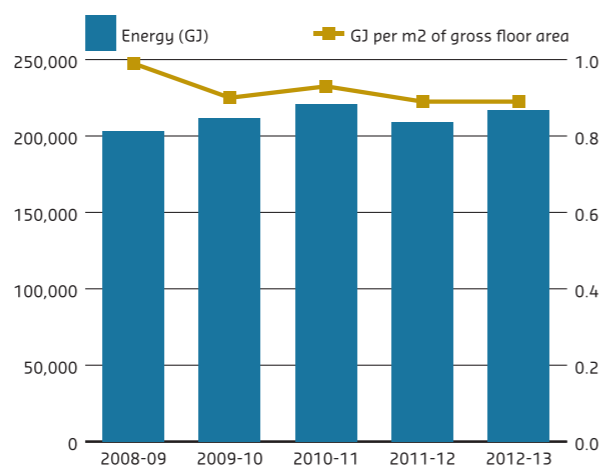
Scheme water use (Bentley Campus)



Greenhouse gas (GHG) emissions (Bentley Campus)



Energy use (Bentley Campus)



Pricing Policies on Outputs Provided

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

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

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

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

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

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

Significant improvements and developments

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

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

Ongoing records training

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

Report on Operations (continued)

Risk Management Report

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

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



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

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

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

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

Senior Officer Disclosures

The senior officers of the University have declared:

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

Strategic Procurement

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

Subsidiary Bodies

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

At 31 December 2013 the University has no subsidiaries.

University Publications and Marketing Activities

The major publications of the University in 2013 were:

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

Major promotional, public relations or marketing activities undertaken included:

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



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

Report on Operations (continued)

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

Voluntary Code of Best Practice for the Governance of Australian Universities

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