

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 Curtin Act provides for a Council comprising the Chancellor, the 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 eight occasions during 2010 under the chairmanship of its new Chancellor, Dr Jim Gill AO. In addition, a strategic planning day involving members of Council and the senior executive was held in April 2010.

Key governance-related activities in 2010 included:

- the election of Ms Zelinda Bafile to the position of Pro Chancellor for a term of office that commenced on 1 April 2010 and is due to cease on 31 March 2013
- noting reports on the University’s performance against the key performance indicators identified in the Strategic Plan 2009-2013
- establishment of the Curtin Town Committee
- approval of the Academic Record Fraud Rules
- approval of amendments to the Land and Traffic By-Laws
- approval of amendments to the Academic Misconduct Rules
- approval of the Budget for 2011.

Major strategic issues considered by Council in 2010 included:

- approval of the development of a proposal for the establishment of a medical school
- approval of the Curtin Town Development Plan 2010 as the basis of ongoing consultation with the Western Australian Planning Commission
- approval of the progressive withdrawal of all Curtin activity from the Northam Campus
- approval of the transfer of the Curtin Vocational Training and Education College at Kalgoorlie to the Department of Training and Workforce Development.

To inform and enhance Council’s role in shaping the strategic direction of the University, a series of presentations on key issues and themes was included in Council’s meeting program in 2010. The presentations included:

- Teaching and Learning
- Curtin Business School
- Faculty of Health Sciences
- Faculty of Humanities
- Australian Sustainable Development Institute
- University’s regional activities
- International activities of the University.

Council also hosted a dinner for the office bearers of the Student Guild.

Members of Council for 2010

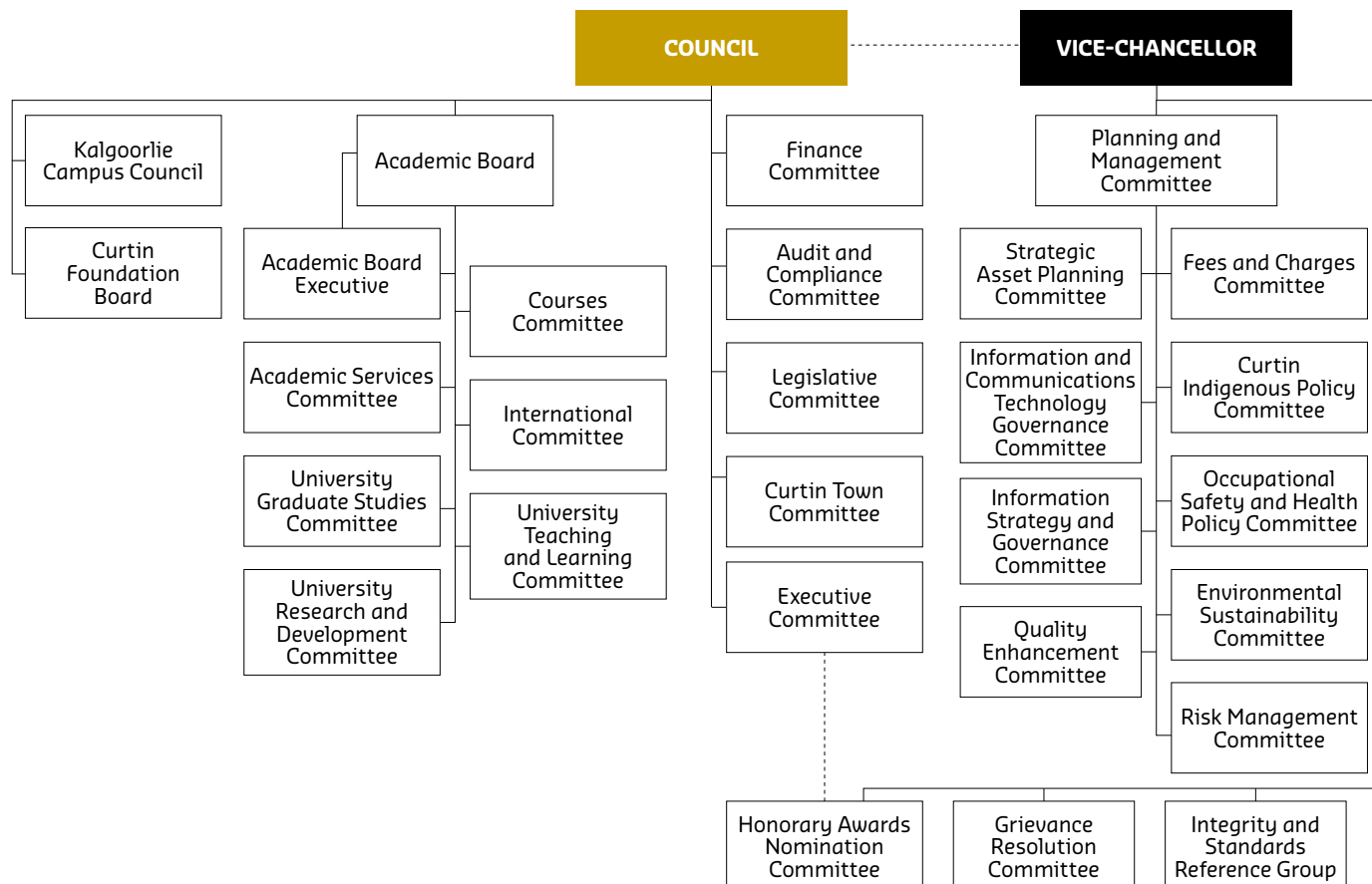
	COMMENCED	TERMINATED	DUE TO EXPIRE
Chancellor			
Dr Jim Gill AO	1/01/2010	current	31/12/2012
Members appointed by Governor in Council			
Mr Colin Beckett	19/10/2010	current	18/10/2013
Mr Chris Bennett	1/04/2009	current	31/03/2012
	25/05/2006	31/03/2009	
Ms Michele Dolin (Pro-Chancellor to 31/03/2010)	1/04/2007	31/03/2010	
	1/04/2004	31/03/2007	
	1/04/2001	31/03/2004	
Mr Ian Fletcher	1/04/2007	31/03/2010	
Mr Michael Lishman	20/04/2010	current	31/03/2013
Mr Keith Spence	1/04/2009	current	31/03/2012
	20/06/2006	31/03/2009	
Dr Michael Stanford	2/12/2008	current	1/12/2011
Ms Lynne Thomson	26/02/2008	current	25/02/2011
Member nominated by the Minister for Education and Training			
Mr Luke Saraceni	20/04/2009	current	18/04/2012
Member who is the Chief Executive Officer			
Professor Jeanette Hackett (Vice-Chancellor)	14/08/2006	current	ex-officio
Members elected by Full-Time Academic Staff			
Associate Professor David Charnock	1/04/2007	31/03/2010	
	1/04/2004	31/03/2007	
	1/04/2001	31/03/2004	
Dr Jan Sinclair-Jones	1/04/2008	current	31/03/2011
	1/04/2005	31/03/2008	
Associate Professor Kerry Smith	1/04/2010	current	1/04/2013
Members elected by Students			
Mr Arun Ramdin	1/01/2010	31/12/2010	
Ms Jessica Short	1/01/2010	31/12/2010	
Members elected by Full-time Salaried (General) Staff			
Mr Liam McGinniss	18/06/2007	17/06/2010	
Mr Marco Schultheis	18/06/2010	current	17/06/2013
Member elected by the Alumni Association			
Vacant			
Co-opted Members			
Ms Zelinda Bafile (Pro Chancellor from 1/04/2010)	1/04/2010	current	31/03/2013
	1/04/2007	31/03/2010	
	24/06/2004	31/03/2007	
Mr Gene Tilbrook	1/04/2009	current	31/03/2012
Mr Daniel Tucker	1/08/2007	31/07/2010	
Members who are members of bodies that represent the interests of the University in places other than the University's principal campus			
The Honourable Datuk Patinggi Tan Sri Dr George Chan Hong Nam	1/04/2009	current	31/03/2012
	1/04/2006	31/03/2009	
Member who is a member of the Academic Board elected by and from the Academic Board			
Professor Clare Pollock	1/04/2010	current	31/03/2012
Professor Jo Ward	1/04/2009	31/03/2010	
	11/06/2007	31/03/2009	

Report on Operations (continued)

Governance structure (as at 31 December 2010)



Members of Council: From left, back row: Arun Ramdin, Colin Beckett, Dr Michael Stanford, Keith Spence. Middle row: Lynne Thomson, Marco Schultheis, Chris Bennett, Zelinda Bafile (Pro Chancellor). Front row: Associate Professor Kerry Smith, Professor Jeanette Hackett (Vice-Chancellor), Dr Jim Gill AO (Chancellor), Luke Saraceni, Professor Clare Pollock. Absentees: The Hon Datuk Patinggi Tan Sri Dr George Chan Hong Nam, Michael Lishman, Jessica Short, Dr Jan Sinclair-Jones, Gene Tilbrook.



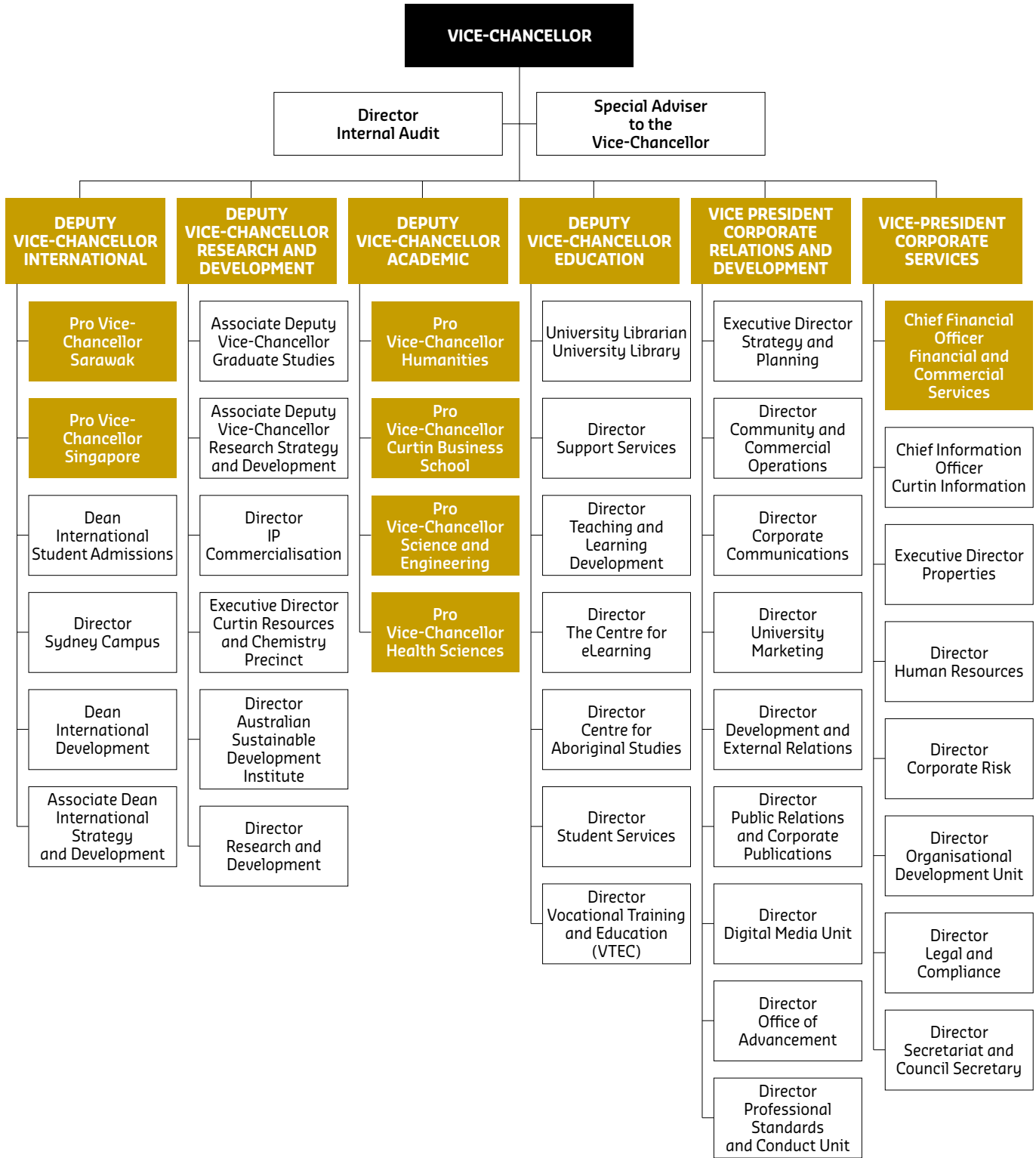
Administrative structure

SENIOR OFFICERS

Chancellor	Dr Jim Gill AO
Vice-Chancellor	Professor Jeanette Hackett
Deputy Vice-Chancellor, Academic	Position Vacant (17 Jul 2010 – 31 Dec 2010) Professor Jane den Hollander (1 Jan 2010 – 16 Jul 2010)
Deputy Vice-Chancellor, International	Professor David Wood
Deputy Vice-Chancellor, Research and Development	Professor Linda Kristjanson
Deputy Vice-Chancellor, Teaching and Learning	Professor Robyn Quin
Vice President, Corporate Relations and Development	Ms Valerie Raubenheimer
Vice President, Corporate Services	Mr Ian Callahan (1 Nov 2010 – 31 Dec 2010) Mr Geoff Searle (1 Jan 2010 – 27 Sep 2010)
Pro Vice-Chancellor, Curtin Business School	Professor Duncan Bentley
Pro Vice-Chancellor, Health Sciences	Professor Jill Downie
Pro Vice-Chancellor, Humanities	Professor Majella Franzmann (24 May 2010 – 31 Dec 2010) Professor Jennifer Nicol (1 Jan 2010 – 31 May 2010 acting)
Pro Vice-Chancellor, Science and Engineering	Professor Andris Stelbovics
Pro Vice-Chancellor, Sarawak	Professor Ian Kerr (3 May 2010 – 31 Dec 2010) Professor John Evans (1 Jan 2010 – 2 May 2010)
Pro Vice-Chancellor, Singapore	Professor John Neilson
Chief Financial Officer	Mr David Menarry

Report on Operations (continued)

Organisational chart



Staffing matters

STAFF SUMMARY

FTE of Academic and General Staff as at 31st March 2010 (excluding Hourly Paid/Sessional Staff)

	Continuing/ Permanent	Fixed Term/ Temporary	Total
Academic Staff	698.85	675.36	1,374.21
General Staff	1,307.17	493.36	1,800.53
Total	2,006.02	1,168.72	3,174.74

STAFFING POLICIES

New policies relating to the appointment of sessional academic staff and the Academic Workload Management System were introduced in 2010.

The Appointment of Sessional Academic Staff Policy and Procedures was established to promote an equitable and consistent approach to the recruitment, selection, employment and development of sessional academic staff. This policy is supported by a website, to be introduced in 2011, which provides information to potential sessional academic staff and an online application process.

The Academic Workload Management System Policy supports the Academic Workload Management System (AWMS), which has been developed to provide a unified strategic approach to academic workload management, to ensure fairness and transparency across the University. The AWMS will be implemented on a trial basis in 2011.

In mid-2010 the Vice-Chancellor commissioned an audit and review of all Human Resources (HR) policies. An external consultant was engaged to benchmark HR policies across the university sector and to identify any gaps in Curtin's HR policy portfolio. The findings of this review were presented in late 2010 and the report's recommendations will be considered as part of a University-wide strategic approach to policy reform.

INDUSTRIAL RELATIONS

VTEC

Significant change management issues arose through the University's decision to cease the operations of the vocational education programs in Esperance and Kalgoorlie effective from 31 December 2010. Working closely with the Department of Training and Workforce Development, staff at VTEC were fully supported through the change process, and all staff entitlements and benefits were honoured.

Academic staff bargaining

Negotiations with the National Tertiary Education Union were successfully concluded and a majority of academic

staff voted in favour of a new Academic Staff Enterprise Agreement commencing on 15 September 2010, with an expiry date of 30 June 2012.

General staff bargaining

Negotiations with the Joint Unions – the Community and Public Sector, Australian Manufacturing Workers Union, Liquor Hospitality and Miscellaneous Union Workers Union, National Tertiary Education Union, Communications, Electrical and Plumbing Union, and the Construction Forestry, Mining and Engineering Union – concluded in staff voting in favour of a new General Staff Enterprise Agreement commencing 22 October 2010.

Salary payments to staff in 2010

All salary increases payable under the terms of the enterprise agreements were made in the latter half of the year. Additionally, eligible staff received a \$1000 sign-on bonus in support of conclusion of the Enterprise Bargaining process.

Fair Work Act

The remaining provisions of the *Fair Work Act* came into effect from 1 January 2010. This included the introduction of the National Employment Standards as minimum conditions for all University employees. The new enterprise agreements and other employment instruments were drafted to ensure compliance.

Dispute settlement

A Discipline Review Committee was convened to review a staffing decision recommending reprimand. A Redundancy Review Committee was convened to review an earlier decision to declare a position surplus to requirements. Both matters were successfully concluded by the Vice-Chancellor after taking into consideration the committees' respective reports.

Disputation in Fair Work Australia

Two staff disputes were taken to Fair Work Australia about failure to properly apply the provisions of the relevant employment instrument. One claim has been settled and the other is still in progress.

Misconduct

The University was advised of staff misconduct in the Curtin Business School in a report by the Corruption and Crime Commission (CCC) regarding a sessional staff member making inappropriate advances towards students. The CCC report positively acknowledged the University's response to the situation, noting recent improvements made in policy and processes, the establishment of the Online Complaints Portal and the installation of the Professional Standards and Conduct Unit. A University-wide education program has now provided training for all staff in Curtin's Code of Conduct. On 16 March 2011, the CCC announced it will be conducting a public hearing into suspected misconduct at the Curtin English Language Centre.

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OCCUPATIONAL SAFETY AND HEALTH, WORKERS' COMPENSATION AND INJURY MANAGEMENT

2010 reportable key performance indicators

Indicator	Target	Performance
Number of fatalities	Zero	0
Lost time injury / disease (LTI/D) incidence rate	Zero or 10% improvement on the previous year	0.21%
Lost time injury severity rate	Zero or 10% improvement on the previous year	25%
Percentage of injured workers returned to work within 28 weeks		87.5%
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater than or equal to 50%	progressing towards target

Occupational safety and health

The University is committed to providing and maintaining high standards of safety and health in the workplace. This will be achieved by maintaining a safe and healthy working environment in consultation with staff and safety and health representatives, and through continually improving systems for managing safety and health.

Curtin developed a two-year occupational safety and health (OSH) strategic plan that will look at medium and long-term strategies to deliver sustained OSH performance improvement in all areas of the University.

Improvements in occupational safety and health performance reporting have been implemented to provide management with information needed to proactively manage safety and health, and to assist Council to meet its OSH oversight obligations. Improved reporting of OSH events will be delivered through the purchase of a new University-wide hazard, risk, incident and injury software solution. The central repository for all related OSH data will improve understanding of OSH events causation, and help define effective OSH preventative strategies.

Development of an online OSH induction training course that will be mandatory for all existing and new employees will ensure a common understanding of OSH laws, principles and responsibilities.

A review of the OSH function's role, responsibilities and effectiveness was initiated with the aim of improving management support, improving our OSH event information and access, and focusing on OSH prevention.

Workers' compensation and injury management

As an approved workplace rehabilitation provider, Curtin continued to assist employees with the return to work of employees for those with workplace injuries, and met its obligations under the *Workers' Compensation and Injury Management Act 1981*.

An early intervention model for processing claims was implemented and has delivered an improvement in timeframes for claims determination and treatment provision. A service level agreement with the insurer was developed to define processes and timeframes that will improve efficiency and reduce costs.

Significant issues and trends

EFFECT OF ECONOMIC AND OTHER FACTORS

Curtin experienced an overall increase in its 2010 domestic intake following a 15 per cent overall growth in applications. Domestic commencing undergraduate enrolments rose from 5,073 in 2009 to 5,306 in 2010, with the majority of growth coming from the school-leaver population. Mature-age students also took the opportunity to further their educational prospects, as demonstrated by the increase of three per cent in mature-age undergraduate enrolments in 2010. Year-on-year growth in enrolments is likely to be affected in coming years, as Western Australia's economy continues to gain in strength.

Curtin's domestic enrolment in postgraduate courses is showing early signals of the impact of a strengthening economy, with a three per cent decrease between 2009 and 2010.

Since 2009 the Australian dollar has appreciated significantly against the currencies of other major international education providers such as the United States and the United Kingdom, reaching parity to the US dollar in October 2010. This represented a considerable cost increase for international students seeking an overseas education. At the same time, competition continued to stiffen in the sector as education providers from other nations increased efforts to attract international students in order to augment endowment funds depleted by the global financial crisis.

The outcome of these external factors, combined with the tightening of student visa requirements, has affected the Australian higher education sector, with national data for August 2010 indicating the number of commencing international students declining by nine per cent in the same period. Curtin's international student numbers have fared slightly better than the sector, with a little less than four per cent decrease in new enrolments for the year. However, the University will continue to monitor this situation closely, as a large proportion of the decline in international student numbers originated from a drop in enrolments in bridging and English Language courses – well-established pathways into the University's award courses.

CHANGES TO THE LEGAL ENVIRONMENT AFFECTING THE UNIVERSITY IN 2010

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

In April 2010 a new Statute 10 – Student Discipline came into effect. The statute establishes a framework for dealing with student misconduct. In addition, three comprehensive rules were made by the University –

namely, the Academic Record Fraud Rules, the Academic Misconduct Rules and the General Misconduct Rules. Contained within the rules are details such as processes to be adopted.

The statute contains updated and improved definitions of the three types of misconduct, and a statement of general principles (the student right of response, the student right of appeal and the principle that any appeals must be determined by a person or persons not involved in the original decision). The new statute revokes the former Statute No. 10, which did not specify who was to deal with instances of general misconduct or academic record fraud, or how these types of misconducts were to be handled. In dealing with the three categories of misconduct in separate rules, different and more appropriate processes are spelt out for each category, enabling better management of available penalties.

The Education Services for Overseas Students Amendment (Re-registration of Providers and Other Measures) Act 2010 amends the *Education Services for Overseas Students Act* (Commonwealth) and contains a number of measures designed to uphold the quality and integrity of education services delivered to overseas students studying in Australia.

Among other things, the Act required all institutions registered on the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) to re-register by the end of 2010. In order to be recommended for re-registration, institutions had to show that they had a principal purpose and demonstrated capacity to provide education, and had to meet certain criteria indicating that they are a fit and proper education provider. Institutions are also required to publish the names of education agents who represent them and promote their education services.

Curtin has fulfilled all the requirements of the amended ESOS Act and has been granted re-registration on CRICOS until February 2015.

The Working with Children (Criminal Record Checking) Amendment Act 2010, which amends the *Working with Children (Criminal Record Checking) Act* (WA) (WWC Act), contains a number of new provisions that apply specifically to education providers that offer courses where a practicum in child-related employment is a requirement or an option for completion of the student's chosen course of study. These provisions are relevant to Curtin University, where certain courses may require students to undertake practical training (such as teaching practicums or clinical placements) during which they are likely to come into contact with children under 18.

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In such cases, Curtin University had previously worked closely with placement providers such as schools or hospitals to ensure that students and their supervisors complied with the requirements of the WWC Act and obtained the necessary assessment notice before practicums were started.

The amendments impose certain compliance obligations and functions on education providers like Curtin University that arrange or procure training practicums involving child-related work with placement providers.

Specifically, an education provider must not procure child-related employment for a student with a placement provider where they are aware of certain serious matters indicating that the welfare of children may be put at risk – for example, that the student has been convicted or has a pending charge for a Class 1 or Class 2 offence and does not have a current assessment notice or a pending application for an assessment notice.



Other disclosures and legal requirements

ACT OF GRACE PAYMENTS

Under the University's policy on Act of Grace Payments, Curtin undertakes to report through the Annual Report all Act of Grace payments made in each financial year. In 2010 a total of \$29,845 was paid, representing four payments each of \$2,500 and payments of \$1,271 and \$18,574 respectively.

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 2010 the following costs were recorded against these items (excluding GST):

	\$
Advertising agencies	2,753,488.18
Campaign	1,907,534.62
Non-campaign	845,953.56
Market research	198,050.00
Market research	198,050.00
Media advertising organisations	2,639,675.36
Media advertising organisations	2,639,675.36
Grand total	5,591,213.54

CAPITAL WORKS

Engineering Pavilion

In 2010 Curtin completed construction of Stage I of a world-class, student-focused learning centre which facilitates transformational approaches to teaching and learning – the Engineering Pavilion Complex. Stage II will proceed to tender in February 2011 and will provide extensive postgraduate research facilities.

The complex will be composed of two building wings located around an exhibition plaza, forming an iconic gateway, or shopfront, for the Faculty of Engineering and Science. Its key feature is an open 'studio' style that facilitates peer learning and combines laboratories, amenities and areas for interaction into a suite of integrated spaces.

Building 108 refurbishment

This project involves the conversion of Building 108 into teaching space for the School of Occupational Therapy and Social Work to provide much-needed specialised teaching facilities as well as additional centrally allocated teaching space for general academic use, including a 99-seat

lecture theatre. Work commenced on 23 November 2009. Completion occurred mid-December 2010, with the facility operational for first semester 2011.

Building 305 refurbishment

This project involves the conversion of Building 305 into an integrated, multi-functional suite of research and teaching facilities primarily for Health Sciences. Tenders for this project have closed and the project will be completed in 2012.

Building 303/304 refurbishment

This project consists of the general refurbishment of Buildings 303 and 304, which will include additional general classrooms, together with expansion of the existing Abacus open-access computer suites. The project achieved practical completion in November 2010.

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

Many long-term efforts came to fruition in 2010 such as the acceptance of Curtin's Accessible Information Policy and the commissioning of external audits of Curtin's physical access and IT accessibility. Disability Access and Inclusion Plan (DAIP) activities on regional campuses included a review of regional library services and a visit by the Disability Counsellor to the Miri campus, in Malaysia.

Outcomes include:

Outcome 1

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

Curtin signed up to the Companion Card, a national initiative whereby a carer or a companion is able to attend a Curtin event (graduation, Curtin Stadium events, Student Guild events) with a person with a disability at no admission cost.

Outcome 2

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

The Disability (Access to Premises-Buildings) Amendments Standards 2010 come into effect on 1 May 2011. University Properties, with external access consultants, are preparing guidelines to ensure compliance.

External access auditors have completed the Bentley Campus physical access audit pilot, and this template will guide the audit proper in 2011. The Bentley Campus access map is being finalised.

New emergency totems were installed on pathways, with two intercoms; one at wheelchair height. Curtin has purchased an accessible courtesy bus for use on the campus, and has contracted Swanlink to provide an accessible public transport 'hail and request' service between Curtin and surrounding suburbs, Bentley and Waterford. The Curtin information, including timetable and route details, can be downloaded onto iPhones.

Outcome 3

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

Implementation of the Accessible Information Policy will be the focus of activities in 2011. The IT accessibility audit's completion is due in 2011. Negotiations occurred in 2010 with the designers of IT corporate applications to improve their accessibility to screen-reader software.

Browsealoud software, which reads web pages aloud for people who find it difficult to read online content, was purchased and installed on Curtin websites, and is available free of charge to all Curtin students and staff.

A captioned video of the Vice-Chancellor's Address was trialled as a pilot study for voice-activated captioning software and as a model for all future significant Curtin addresses.

Outcome 4

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

Inaugural questions regarding disabilities were included in the 2010 Your Voice staff satisfaction survey, and data from the 2010 Curtin Annual Student Satisfaction (CASS) survey is now available.

Disability Awareness staff education programs continue to be upgraded. The Mental Health First Aid two-day staff

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training package (funded by HEESP research project: 'Improving the University Experience for Students who have a Mental Health Problem') nominated for the 2010 Mental Health Good Outcomes Awards and was reported on at the December 2010 Pathways conference in Brisbane.

Online staff training modules regarding disability is in development phase with the Organisational Development Unit.

Counselling and disability services for Centre for Aboriginal Studies' students and staff have increased.

The Vice-Chancellor's Awards for Excellence and Innovation now acknowledge staff who provide excellent support for students and staff with disabilities.

Outcome 5

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

Curtin's complaints process has recently changed and will be reviewed to ensure it remains inclusive of people with disabilities.

Outcome 6

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

Accessible online surveys with alternative formats available on request will undergo further review in 2011. Questions regarding staff with disabilities were included in the 2010 Your Voice staff satisfaction survey and will be hereafter. Discussions are underway regarding questions in the CASS student satisfaction survey.

Curtin will commence its five-year review of its current DAIP in 2011, and will include wide consultation with staff, students and the Western Australian public.

Outcome 7

People with disabilities have the same opportunities as other people to participate in employment at Curtin (additional Curtin Outcome).

Curtin voluntarily included this outcome in its DAIP and was invited to join a Disability Services Commission (DSC) working party regarding a future mandated DAIP Outcome 7 concerning employment for all DAIPs.

Careers Service is reviewing its services to students with disabilities and advice to students in the Work Integrated Learning program about confidentiality and when to inform an employer about a disability.

Curtin has a draft Memorandum of Understanding with WorkFocus, a new employment provider for people with disabilities.

In addition:

- staff education for Curtin Contract Managers re the DAIP reporting requirement is being incorporated into the Legal and Compliance Service PD program
- Curtin was invited to sit on a judging panel for the DSC's annual Count Me In Awards
- the Universal Design (UD) promotion program is underway with undergraduate study of UD and rewards for student projects involving same; UD display banners are nearing completion; the Universal Design Reference Group is working with University Properties on building upgrades and flexible learning spaces – for example, ensuring that the new furniture for learning spaces is appropriate for people with a disability
- visits to Curtin University's WA campuses have had to be rescheduled for 2011.

PRICING POLICIES ON OUTPUTS PROVIDED

Fees are charged in accordance with Commonwealth 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 for his or her student load and the annual course contributions 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 best practice standards. As Curtin University of Technology 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) and develops policies, processes, systems and tools to assist its staff to meet the requirements of the plan. In 2008 a revised RKP was submitted and subsequently approved for five years. This plan contains timelines and responsibilities for improving recordkeeping practices at Curtin.

Significant improvements and developments

- A complete redevelopment and upgrade of Curtin's inactive records transfer system was completed. The enhanced system provides additional search and data entry functionality for users across the university.
- An annual review of Curtin's Information Management training has been implemented, with a comprehensive review and update of the content completed in November 2010.
- A 12-month project to describe and protect the state and University Archive records held at Curtin's Northam Campus is underway and due for completion by mid-2011.
- A total of 576 requests for destruction of University records were checked and approved, and the relevant records securely destroyed.
- A total of 2,033 boxes of inactive legacy information were sentenced and transferred from business areas to central storage.
- Curtin's early bound committee records dating from the beginning of WAIT were transferred to the JCPML environmentally controlled archive repository, ensuring these valuable state archives are appropriately housed and protected.

Induction for new staff

- Advice on recordkeeping responsibilities from the State Records Office was added to the University's induction package for new staff and is distributed again at the staff induction sessions and face-to-face training sessions.
- University Information Management staff continue to attend the University's induction sessions to provide additional recordkeeping information and handouts to new staff.

Ongoing training

- Training is available for all staff on Creating and Keeping Records, Sentencing Records, Transfer and Destruction and Managing Email. These modules were run on a monthly basis, with a total of 289 staff attending in 2010.
- The *flow hub* role within areas continues as a first point of contact for help with information management issues.
- A total of 637 Curtin staff members have completed the new online information management training. All staff are required to complete this training within two months of starting at Curtin.

Comprehensive review of recordkeeping

- Actions from Curtin's Recordkeeping Plan completed in 2010 were:
 - comprehensive review of Curtin's Recordkeeping Policy and Procedures
 - development of an Archives Collection Policy
 - development of the third and fourth level terms of the Curtin Common Vocabulary.

RISK MANAGEMENT REPORT

The University's risk register was revised by the executive in June 2010 and significant progress has been made towards building faculty and portfolio risk registers.

The Risk Management Plan was approved and will focus on strategies to ensure management identify and manage risk, improve the University control framework and improve the University's risk management culture.

The risk management framework has been improved to focus identification on risks material to the University's strategic, faculty and portfolio objectives. A new risk-rating process ensures these risks are evaluated for all business impacts. Further, improved alignment with, and integration of, the risk management, strategic planning, policy development and compliance processes commenced. This program will deliver improved clarity of risk management accountabilities and process improvements.

A University-wide risk management database was purchased and, when commissioned, will provide a central repository for all University risks. The system will improve the review, escalation and reporting of risk and assessment of control effectiveness.

A review of the University's risk management function commenced in late 2010 and will aim to improve risk management capability, process integration and management support.

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; or
- 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 body, related body or affiliated body of the University, except Professor Jill Downie, Pro Vice-Chancellor, Health Sciences, who has declared that she is on the boards of Bethesda Hospital (retired in October 2010), Bethanie Inc and Perth Primary Care Network, with whom the University is contracted for clinical placements.

Professor David Wood, Deputy Vice-Chancellor, International, however, declared that his partner held a small parcel of shares in Navitas Limited, which were sold in October 2010. Curtin Singapore and Curtin Sydney are both operated by Navitas Limited.

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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, with substantial savings to date. 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 first set up, 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.

In this regard, at 31 December 2010 the University had a 50 per cent equity investment in DeepVision 3D Pty Ltd, a company set up to commercialise technology in a mini 3D underwater stereoscopic video camera intended for use on underwater remotely operated vehicles in the offshore oil and gas industry. Due to the immaterial amount of the investment, the company is not consolidated.

UNIVERSITY PUBLICATIONS AND MARKETING ACTIVITIES

The major publications and marketing activities of the University in 2010 were:

- the Annual Report to Parliament (print and electronic)
- undergraduate prospectus (domestic and international)
- postgraduate prospectus (international)
- courses handbook (print and electronic)
- *Cite* magazine (annual)
- *R&D Now* and *R&D News* (both twice per year), and other research-focused publications
- *Valuing Integrity: guide for the workplace* (print and electronic).

In addition, Curtin's five teaching areas also issue publications each year.

Major promotional, public relations or marketing activities undertaken included:

- Investiture of the new Chancellor
- name change launch
- launch of the new brand positioning – 'make tomorrow better'
- evolution of the Box to Studentbox, an online community that helps years 11 and 12 students transition through high school into tertiary education

- the annual John Curtin Medal presentation
- public events in support of the Innovation Festival and National Science Week
- public lectures (such as the Haydn Williams Fellowship lecture and the ethics lecture)
- proactive and reactive media liaison as appropriate
- coordination of visits by overseas delegations and VIPs
- Open Day
- Curtin facilities and program launches, including the launch of the Curtin Foundation
- marketing campaigns focused on undergraduate and postgraduate student recruitment
- school visits and campus tours for year 10 to year 12 students
- Student Ambassador program quality improvements
- teacher professional development days
- Curtin linkup aspiration building activities, targeting low socio-economic status students
- course and public interest lecture advertising for many schools and teaching areas.