

## 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, 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 2012 and also conducted two strategic planning days involving Members of Council and senior executive managers in June and August 2012.

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

Key governance-related activities considered by Council in 2012 included:

- approval of the following:
  - Strategic Plan 2013–2017
  - risk appetite
  - Corporate Governance Statement and revised list of matters reserved to Council
  - Strategic Financial Plan
  - Key Financial Indicators
  - Budget for 2013
  - Policy Framework Policy and Policy Framework Procedures
  - Amendments to the Statutes and Rules – Student Services and Amenities Fees
  - Amendments to Student Guild Regulations
  - establishment of the Health and Safety Due Diligence Committee

- noting the following:
  - Governance Action Plan (including Council Engagement Strategy)
  - Financial Management reports
  - reports on the University’s performance against Key Performance Indicators, Measures and Targets identified in the Strategic Plan 2009–2013
  - reports on Health and Safety Performance.

Other major strategic issues considered by Council in 2012 included:

- approval of the development of:
  - Bachelor of Laws degree
  - Bachelor of Medicine, Bachelor of Surgery degree, noting that, inter alia, final approval of the delivery of the course is to be provided by Council
- approval of the transfer of the Muresk Campus land (which is subject to a management order) and operations 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 strategic conversations and portfolio presentations were undertaken in 2012 as part of Council’s meeting program.

Strategic conversations included:

- strategy and risk
- project plan for the revision of the strategic plan
- environmental drivers.

Portfolio presentations included:

- Tertiary Education Quality Standards Agency (TEQSA) standards
- research
- Curtin Business School.

## MEMBERS OF COUNCIL FOR 2012

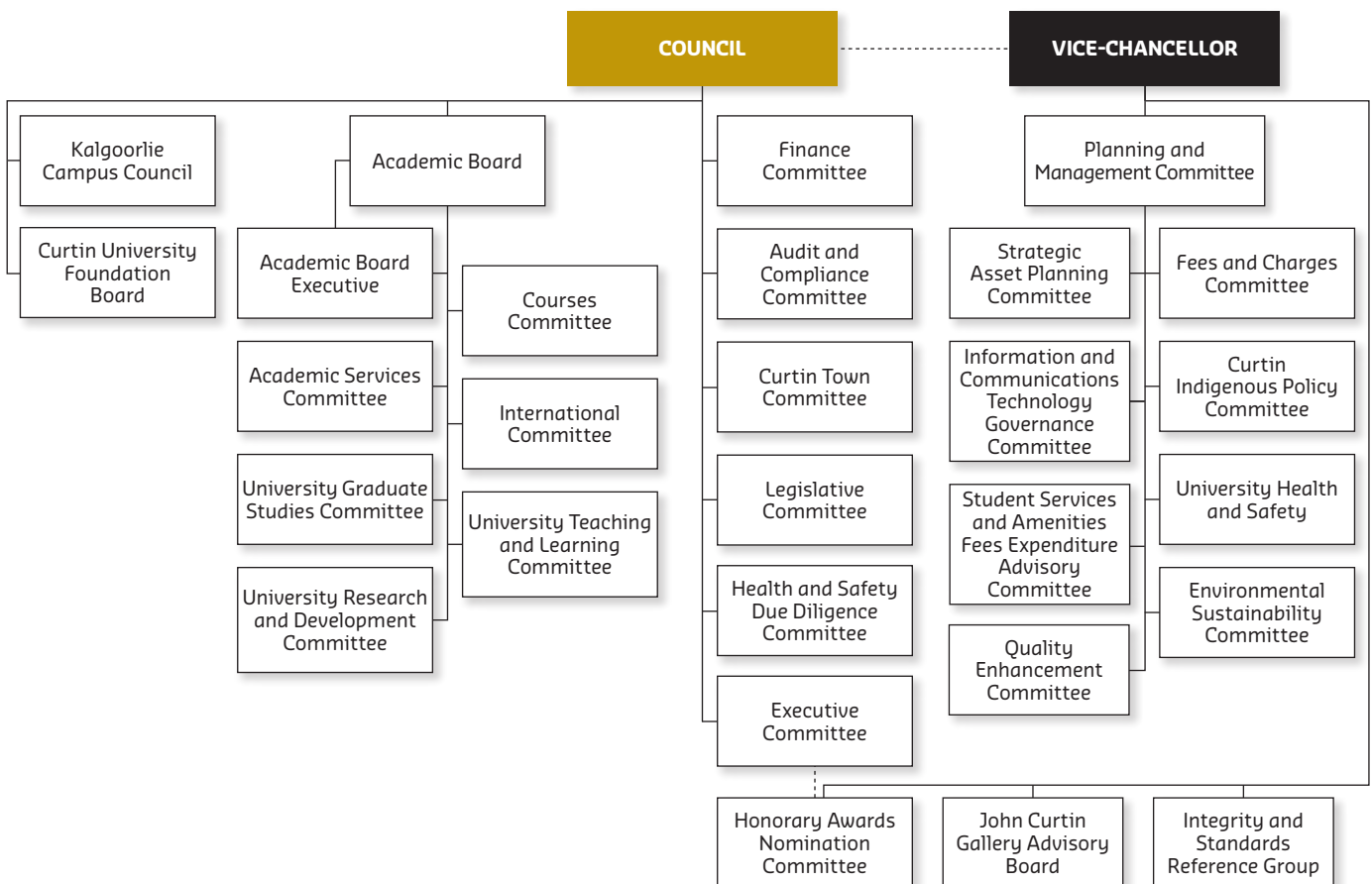
	Commenced	Terminated	Due to expire
<b>Chancellor</b>			
Dr Jim Gill AO BE Hons PhD (Cantab) MPA (Harvard) FIEAust FTSE FAICD	01/01/2010	31/12/2012	
<b>Members appointed by Governor in Council</b>			
Mr Colin Beckett MA (Cantab) MICE	19/10/2010	current	18/10/2013
Mr Chris Bennett BCom (UWA) C.A	01/04/2012	current	31/03/2015
	01/04/2009	31/03/2012	
	25/05/2006	31/03/2009	
Mr Kim Bridge BBus	15/11/2011	current	14/11/2014
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)	20/04/2010	current	31/03/2013
Mr Keith Spence BSc Hons (Tas) FAIM	01/04/2012	current	31/03/2015
	01/04/2009	31/03/2012	
	20/06/2006	31/03/2009	
Dr Michael Stanford CitWA	13/12/2011	current	01/12/2014
MB BS (UNSW) MBA (MacqU) Grad Cert LCC (ACU) FAFPHM FAIM FAICD	02/12/2008	01/12/2011	
<b>Member nominated by the Minister for Education and Training</b>			
Mr Luke Saraceni BA (Urb & Reg Std) Grad Dip (Urb & Reg Plan) Grad Dip (Bus & Admin) MRAPI AAIM Mun Plan Cert	20/04/2009	19/04/2012	
<b>Member who is the Chief Executive Officer</b>			
Professor Jeanette Hackett AM (Vice-Chancellor) BJuris LLB LLM (UWA) PhD (Curtin) FAIM MAICD	14/08/2006	current	ex-officio
<b>Members elected by full-time academic staff</b>			
Dr Jan Sinclair-Jones BA Hons (Murdoch) B.Social Science (Curtin) PhD (Curtin)	01/04/2011	current	21/03/2014
	01/04/2008	31/03/2011	
	01/04/2005	31/03/2008	
Associate Professor Kerry Smith BApp Sc (ILS) (WAIT) MA (Murdoch) PhD (Murdoch) FALIA	01/04/2010	current	31/03/2013
<b>Members elected by students</b>			
Ms Alinta Kirke	01/01/2012	31/12/2012	
Ms Chamonix Terblanche M Ed (Curtin) M Ed Stu (Curtin) Grad Dip Tertiary Ed (UoSouthAfrica) Grad Cert Research Comm (Curtin) B Comm (UoPretoria)	01/01/2012	31/12/2012	
	01/01/2011	31/12/2011	
<b>Member elected by full-time salaried (general) staff</b>			
Mr Marco Schultheis BCom (Fin&Mktg) (Curtin) MStratMktg (Curtin) Assoc Dip Engineering (TAFE) GAICD	18/06/2010	current	17/06/2013
<b>Member elected by the Alumni Association</b>			
Vacant			
<b>Co-opted Members</b>			
Ms Zelinda Bafile (Pro Chancellor from 01/04/2010) LLB (UWA) FAICD	01/04/2010	current	31/03/2013
	01/04/2007	31/03/2010	
	24/06/2004	31/03/2007	
Mr Steve Scudamore MA (Oxon) FCA FAICD SF Fin	01/04/2011	current	31/03/2014
Mr Gene Tilbrook BSc DipComp MBA (UWA) AMP (Harvard) FAICD	01/04/2012	current	31/03/2015
	01/04/2009	31/03/2012	
<b>Members who are members of bodies that represent the interests of the University in places other than the University's principal campus</b>			
The Honourable Datuk Patinggi Tan Sri Dr George Chan Hong Nam	01/04/2009	31/03/2012	
	01/04/2006	31/03/2009	
<b>Member who is a member of the Academic Board elected by and from the Academic Board</b>			
Associate Professor Linley Lord	01/04/2012	current	31/03/2014
DBA (Curtin) Postgrad Dip Bus (Human Resource Development) (Curtin) BSc (UWA)			
Professor Clare Pollock BA Hons (Oxon) PhD (Lond)	01/04/2010	31/03/2012	

Report on Operations (continued)

GOVERNANCE STRUCTURE (AS AT 31 DECEMBER 2012)



Members of Council: *Back row, from left:* Dr Jan Sinclair-Jones, Chamonix Terblanche, Steve Scudamore, Michael Lishman, Kim Bridge, Marco Schultheis, Dr Michael Stanford, Alinta Kirke, Associate Professor Linley Lord and Associate Professor Kerry Smith. *Front row, from left:* Chris Bennett, Professor Jeanette Hackett AM (Vice-Chancellor), Dr Jim Gill AO (Chancellor), Zelinda Bafile (Pro Chancellor) and Colin Beckett (Chancellor-elect).  
Absent: Keith Spence, Gene Tilbrook.



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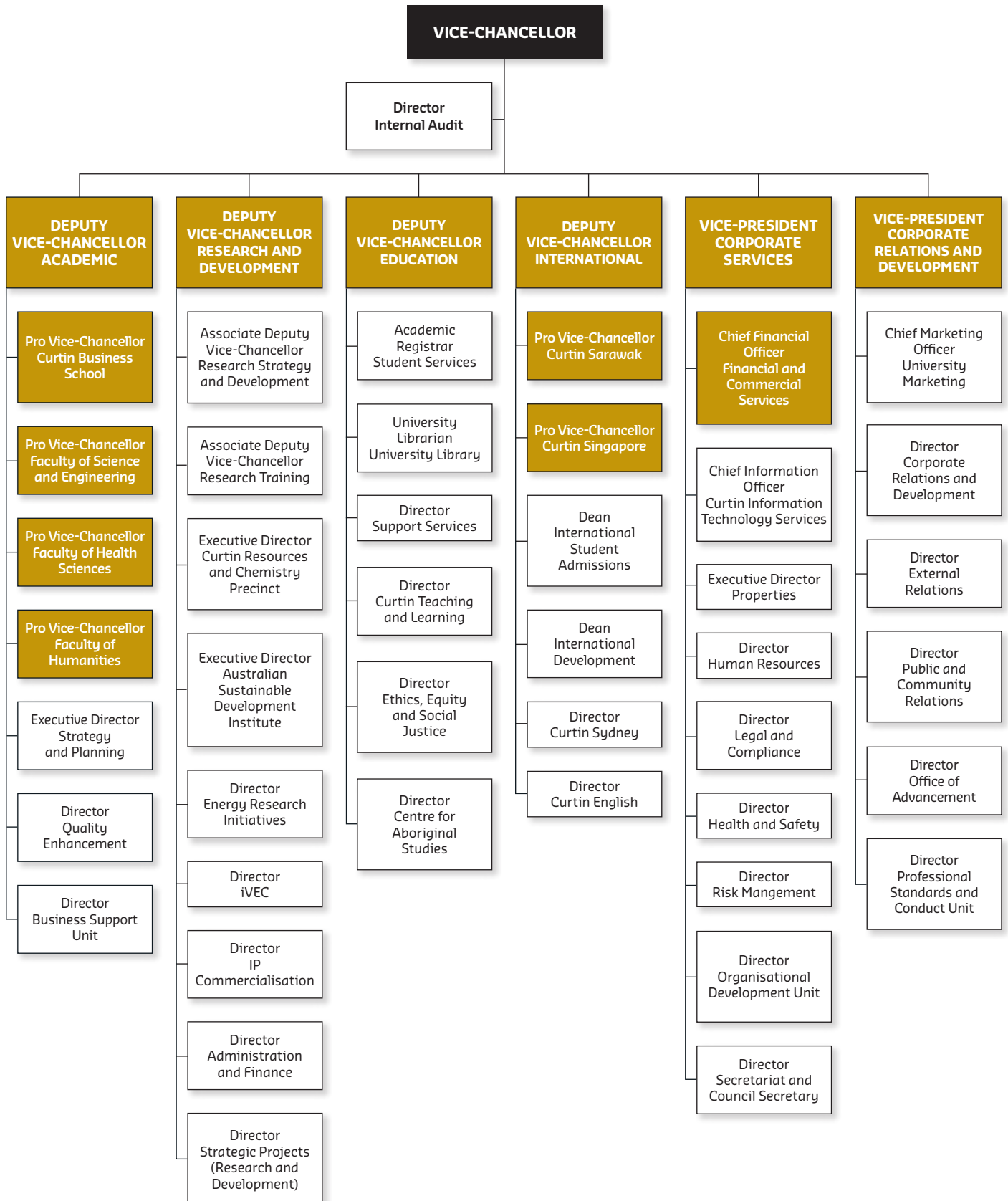
## ADMINISTRATIVE STRUCTURE

### Senior Officers

Vice-Chancellor	<b>Professor Jeanette Hackett AM</b>
Deputy Vice-Chancellor, Academic	<b>Professor Colin Stirling</b>
Deputy Vice-Chancellor, International	<b>Professor David Wood</b>
Deputy Vice-Chancellor, Research and Development	<b>Professor Graeme Wright</b>
Deputy Vice-Chancellor, Education	<b>Professor Jill Downie</b> (appointed 30 July 2012)
	<b>Vacant</b> (7 July 2012 – 29 July 2012)
	<b>Professor Robyn Quin</b> (1 January 2012 – 6 July 2012)
Vice-President, Corporate Relations and Development	<b>Ms Valerie Raubenheimer</b>
Vice-President, Corporate Services	<b>Mr Ian Callahan</b>
Pro Vice-Chancellor, Curtin Business School	<b>Professor Tony Travaglione</b> (appointed 2 April 2012) (1 January 2012 – 1 April 2012 acting)
Pro Vice-Chancellor, Health Sciences	<b>Professor Clare Pollock</b> (25 June 2012 – acting)
	<b>Professor Jill Downie</b> (1 January 2012 – 24 June 2012)
Pro Vice-Chancellor, Humanities	<b>Professor Majella Franzmann</b>
Pro Vice-Chancellor, Science and Engineering	<b>Professor Andris Stelbovics</b>
Pro Vice-Chancellor, Curtin Sarawak	<b>Professor Ian Kerr</b>
Pro Vice-Chancellor, Curtin Singapore	<b>Professor Robert Evans</b> (appointed 6 August 2012)
	<b>Vacant</b> (20 July 2012 – 5 August 2012)
	<b>Professor John Neilson</b> (1 January 2012 – 19 July 2012)
Chief Financial Officer	<b>Mr David Menarry</b>

Report on Operations (continued)

ORGANISATIONAL CHART



## STAFFING MATTERS

### Staff Summary

#### FTE of academic and general staff as at 31 March 2012 (excluding hourly paid/sessional staff)

	Continuing/ Permanent	Fixed Term/ Temporary	Total
Academic staff	731.85	685.60	1,417.45
General staff	1,328.16	415.67	1,743.83
<b>Total</b>	<b>2,060.01</b>	<b>1,101.27</b>	<b>3,161.28</b>

### Staffing Policies and Initiatives

#### Academic promotions

Under the revised Academic Promotions Procedures, one round of promotions to levels C, D and E was held in 2012 and a total of 78 applications were assessed by the University Academic Promotions Committee. The Vice-Chancellor approved 30 applicants for promotion for levels C, D and E. Promotions to level B were conducted at the faculty level, with 10 applicants being successful.

#### 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. The awards recognise individual as well as team achievement across general and academic staff. From a strong field of nominations, nine finalists were chosen, from which four winners were selected: Professor Steven Tingay and Professor Peter Hall, Curtin Institute of Radio Astronomy (Providing Inspirational Leadership); Department of Chemistry (Enhancing the Student Experience); Farm Business Resilience Program (Facilitating Partnerships and Engagement); and the Curtin Stuttering Treatment Clinic Team (Providing Quality Service).

#### Human Resources Policy Review project

Following extensive benchmarking and cross-University consultation, the Human Resources Projects and Policy team developed a more streamlined policy and procedures framework that reduces administrative bureaucracy but still provides staff with appropriate levels of detail, responsibility and accountability. The revised policy structure is now being implemented for all corporate policies and procedures across the University.

#### Proactive recruitment

A project was launched in 2012 to identify and trial a proactive recruitment sourcing strategy to recruit high-calibre academics against specifically defined skills sets. Talent-sourcing technology was designed and configured to the University's staffing needs, and 'talent pools' for academic and general staff are being developed for unsuccessful applicants deemed appointable.

#### Academic50 campaign

The Academic50 campaign was instigated to find 50 of the world's best academics whose research would align with Curtin's strategic research initiatives.

## Report on Operations (continued)

**Industrial Relations****Misconduct / Serious misconduct**

The Corruption and Crime Commission investigated two cases of misconduct / serious misconduct within Curtin University, resulting in both staff members' employment being terminated by the University.

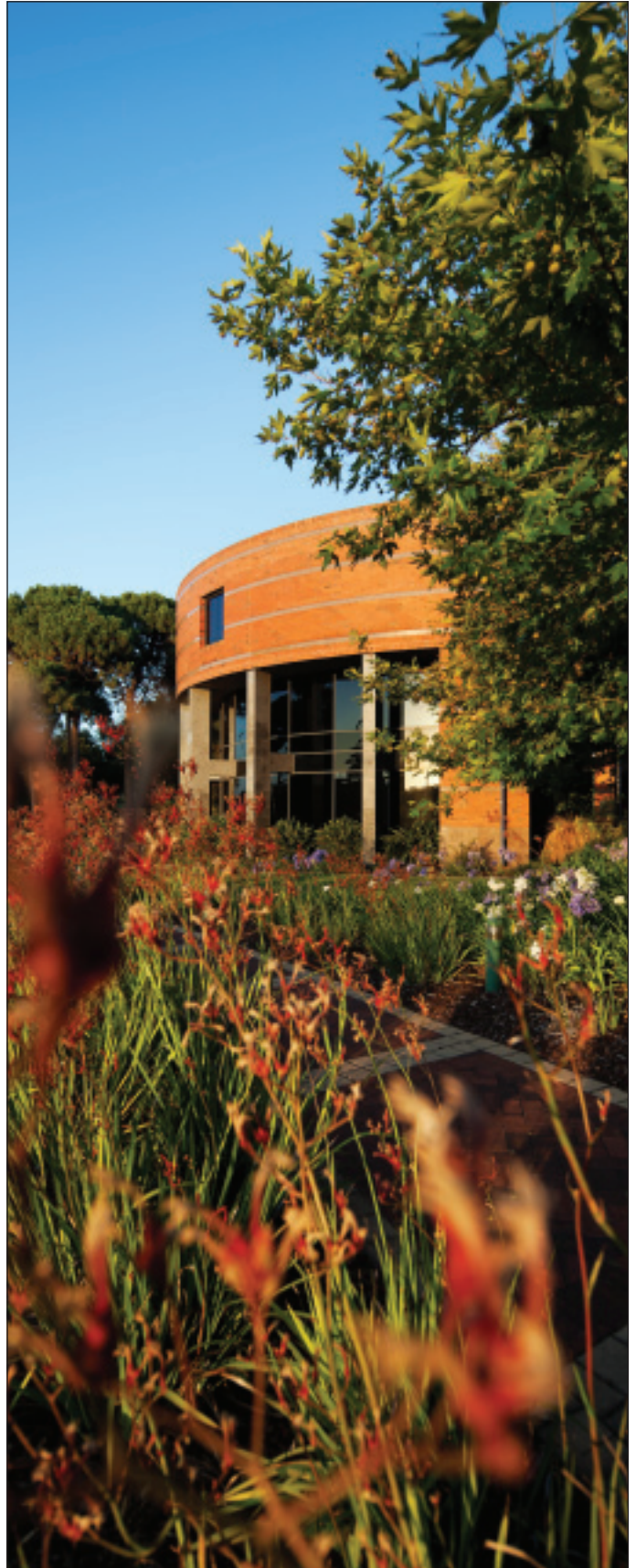
**Disputation in Fair Work Australia**

Five claims made against the University were brought before Fair Work Australia. The first dispute involved the interpretation of ordinary hours worked by part-time staff employed under the Curtin University of Technology General Staff Enterprise Agreement 2009–2012 and their additional hours worked. The matter was resolved by Fair Work Australia in favour of the staff member. In subsequent negotiations for a new enterprise agreement, it was agreed to vary or redraft the provisions to restore the previous practice for part-time staff. The second dispute was in relation to a staff member's position being retitled while they were on parental leave during a workplace change process. The dispute was resolved with a settlement payment to the staff member and their resignation from the University.

The third dispute related to a claim for flexible work arrangements. The claim was conciliated by Fair Work Australia, with the staff member and the University reaching an agreement in balancing the needs of the staff member with regard to their family responsibilities against the business needs of the University. The fourth dispute related to the status of a staff member's employment conditions and whether they had jurisdiction to claim unfair dismissal given their fixed-term contract of employment. The Fair Work Australia ruling was that there was no jurisdiction to hear the claim, which thus resulted in favour of the University. The final matter concerned a staff member and their flexible work arrangements. That claim was later withdrawn at the staff member's request.

**Enterprise bargaining**

Negotiations for replacement enterprise agreements between Curtin University and the joint unions commenced in May 2012 for general staff and June 2012 for academic staff. General and academic staff voted to support the new Enterprise Agreement, and the Enterprise Agreement was lodged for registration with Fair Work Australia in late 2012 and subsequently approved.



**Health and Safety, Workers' Compensation and Injury Management**

**2012 Reportable Key Performance Indicators**

Indicator	2011	2012	Target	Comment on Result
Number of fatalities	0	0	0	Meets target
Lost time injury/disease (LTI/D) incidence rate (based on workers' compensation claims only)	0.45%	0.26%	0 or 10% improvement on the previous 3 years	Exceeds target 42% improvement on previous year
Lost time injury severity rate	11.8%	10%	0 or 10% improvement on the previous 3 years	Exceeds target 15% 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 and consistent performance based on previous year
(i) 13 weeks	N/A	100%		
(ii) 26 weeks	100%	100%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	≥50%	74%	Greater than or equal to 80%	Progressing towards target; however, significant progress based on previous years

**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 the newly established 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.

In 2012 the University developed a Health and Safety Plan, which focused on strategies to deliver sustained health and safety performance improvement in all areas. This plan is being implemented, with key objectives for 2012 successfully achieved.

The 2012 Health and Safety Assurance Program was completed and included audits of all faculties and the Properties department. The objective of the program was to assess the University's compliance with its Health and Safety Management Standards and relevant legislation, so as to identify opportunities for improvements. The program was undertaken using a specified audit protocol, and resulted in action plans being developed in consultation with the relevant areas to address identified gaps to achieve compliance.

Improvements in health and safety performance reporting have been implemented to provide management with information needed to proactively manage health

and safety, and to assist Council, executives, faculties and operational areas to meet their health and safety obligations. A new, University-wide incident, injury and risk management software system was launched, allowing improvements in health and safety incident reporting, data collection and analysis. The system will increase understanding of health and safety event causation, and assist in defining effective risk management strategies.

Health and safety training programs aimed at ensuring common understanding of health and safety laws, principles and responsibilities continued to be delivered to relevant personnel. These included mandatory online health and safety induction training for all staff and contractors, Health and Safety Responsibilities for Managers and Supervisors and risk/task-specific training including Hazardous Substances, Dangerous Goods and Spills, Safety and Health Representatives Introductory Course, Manual Tasks, Incident Reporting and Investigation, and Risk Management.

**Workers' compensation and injury management**

The University is committed to providing quality, allied health services to assist staff in returning to work following injuries or illness through its early intervention Injury Management Service, hence meeting its obligations under the *Workers' Compensation and Injury Management Act 1981* (WA).

The service continues to operate as an Approved Workplace Rehabilitation Provider under the WorkCover WA system, and successfully underwent the annual self-audit process.



## Report on Operations (continued)

**SIGNIFICANT ISSUES AND TRENDS****Effect of Economic and Other Factors**

Throughout 2012 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 strong Australian dollar and high cost of living in Western Australia negatively impacted on international demand for higher education. At the same time, 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.



During 2012 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.

The success of Curtin's strategies ensured that Curtin increased its domestic intake in 2012. Domestic new-to-Curtin bachelor degree enrolments grew from 5,351 in 2011 to 6,073 in 2012, with the majority of the growth stemming from the school-leaver population and the introduction of Commonwealth supported Open Universities Australia (OUA) courses. Overall, Curtin achieved an 18% growth in total domestic undergraduate and postgraduate student enrolments.

Curtin achieved an increase of 10.5% in domestic postgraduate coursework enrolments between 2011 and 2012. The growth is primarily due to the introduction of OUA students studying Curtin postgraduate courses for the first time in 2012. However, the continued strength of the Western Australian economy negatively impacted the demand for Curtin-admitted postgraduate coursework enrolments. A relationship between low unemployment rates and the soft demand for higher education has become evident over the last few years.

Higher Degree by Research (HDR) enrolments grew by 2.8%, supported by expansion of the Australian Postgraduate Awards program and targeted recruitment of international research students.

International onshore and offshore enrolments experienced some decline in 2012, with onshore international down 11.6% and offshore international down 10.7%.

## Changes to the Legal Environment Affecting the University in 2012

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

### Commonwealth legislation

The *Workplace Gender Equality Act 2012*, which replaces the *Equal Opportunity for Women in the Workplace Act 1999*, seeks to promote and improve gender and equality outcomes for both women and men in the workplace. The Act pays special attention to areas such as equal remuneration for women and men, and flexible working arrangements for employees, including those with family and carer responsibilities. The new legislation enhances the advice and education functions to be carried out by the renamed Workplace Gender Equality Agency, and introduces a new reporting framework in which relevant employers such as Curtin will be required to report against gender equality indicators.

The *Privacy Amendment (Enhancing Privacy Protection) Act 2012*, which amends the *Privacy Act 1988* Act No. 119, replaces the current privacy principles for the public and private sectors with a single set to be known as the Australian Privacy Principles (APPs). The APPs will be arranged into related groups of principles dealing with such matters as the collection, management, use, disclosure and security of personal information. The Act also empowers the Australian Privacy Commissioner to develop and register codes of practice under the APPs that are binding on specified agencies and organisations, and clarifies the Commissioner's functions and power to resolve complaints, conduct investigations and promote compliance with privacy obligations.

The Migration Legislation Amendment Regulation 2012 (No.1) No. 35 allows streamlined processing of student visa applications for students who have confirmed enrolment in an eligible university course, as well as visa applications made by eligible accompanying family members and student guardians. The amending regulation also allows unlimited work rights for HDR students, if they have commenced their research program.

The Migration Amendment Regulations 2012 (No.1) No. 4 creates specific criteria for refusing to grant or cancelling a visa in most circumstances where a person has been declared under the Autonomous Sanctions Regulations 2011, and it has been determined they should be prevented from travelling to, entering, or remaining in Australia.

The *Education Services for Overseas Students (TPS Levies) Act 2012* imposes a requirement on Curtin and other registered international education providers to pay a Tuition Protection Service levy in respect of its Commonwealth Register of Institutions and Courses for Overseas Students registration. The declared aim of the levy is to provide a more flexible and streamlined approach to student placement and refund arrangements in the event that a defaulting provider fails to meet its refund obligations.

Other amendments to the *Education Services for Overseas Students (ESOS) Act 2000* and ESOS Regulations 2001 impose stricter requirements and controls on education providers with regard to such matters as information to be held on student records, the imposition of fees and provision of refunds. The new provisions are designed to strengthen tuition protection to ensure that international students receive the tuition they have paid for, or that education providers fulfil their obligation to provide a refund.

The *Higher Education Support Amendment (Maximum Payment Amounts and Other Measures) Act 2012* contains provisions that allow the disclosure of information (including personal information) obtained or created for the purposes of the *Higher Education Support Act 2003* to be used for other approved purposes. These include provision of information to TEQSA, higher education providers and other government agencies to improve the quality of higher education or vocational education and training, and for research relating to the provision of higher education or vocational education and training.

### Western Australian legislation

As a result of the *Disability Services Amendment Act 2012*, which amends the *Disability Services Act 1993*, a service provider must demonstrate to the Disability Services Commission (DSC) that it meets prescribed Disability Service Standards. The amended legislation also includes stronger provisions for dealing with complaints relating to the provision of disability services. Under these revised arrangements, service providers will be required to submit an annual return concerning any complaints it has received and action taken to address these complaints.

## Report on Operations (continued)

**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 2012 a total of \$4,127 was paid, representing three payments.

**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 2012 the following costs were recorded against these items:

	Sum of GST Exclusive Amount \$
<b>Advertising agencies</b>	<b>2,592,466</b>
Campaign	1,895,199
Non-campaign	697,267
<b>Market research organisations</b>	<b>233,607</b>
<b>Media advertising organisations</b>	<b>4,180,837</b>
<b>Direct mail organisations</b>	<b>61,000</b>
<b>Grand total</b>	<b>7,067,910</b>

**Capital Works****Building 216 – Engineering Pavilion Stage II (new construction)**

This project is the second stage of the \$30.4 million Curtin Engineering Pavilion development. Construction was completed in November 2012. The project provides:

- teaching and learning space, including nine structured learning spaces
- workstations for 150 HDR students
- accommodation for the faculty executive.

**Building 305 – CHIRI Biosciences Research Precinct**

The conversion of Building 305 into an integrated, multi-functional suite of research and teaching facilities, primarily for Curtin Health Innovation Research Institute activities, was completed at a cost of \$26 million and occupied in June 2012.

The building was opened by the Prime Minister in September 2012 and has provided an important focal point for research activities on the Bentley Campus.

**Learning and teaching facilities**

Work has been undertaken in 2012 to improve learning and teaching facilities.

**Directors' and Officers' Liability Insurance**

An indemnity agreement has been entered into between the University and members of Council. Under the agreement, the University has agreed to indemnify those members 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 committed to the engagement of people with disability in lifelong learning and employment at the University. Curtin seeks to engage more with the Western Australian disability sector – in particular, the DSC's 'Count Me In: Disability Future Directions' 15-year blueprint – and to benchmark services against other universities. The formation of a Disability Access and Inclusion Plan (DAIP) Implementation Committee advisory body is underway.

The DAIP 2007–2011 five-year review report was lodged with the DSC in early 2012, and the new DAIP 2012–2017, drafted from review results, was lodged with the DSC in July 2012. The DAIP Annual Activity Plans report (online) on progress.

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

Curtin Access Plans are now recognised as Curtin's official communication regarding reasonable adjustments for students with disability, and are included in the Assessment Manual. The University's Counselling and Disability Services (CDS) is focusing on Indigenous disability issues and support for Indigenous students and staff.

Curtin is now a partner in the Companion Card scheme, assisting people with disability to be easily accompanied to university events.

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

A new project is underway to address physical access matters, including completion of a buildings audit in 2013. Curtin's procedures relating to emergency egress for people with disability are under review. An updated online Bentley Campus access map is now available, and regional campus maps will be available in 2013.

A Universal Design competition open to staff and students was again conducted in 2012.

**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.**

A Web Access Committee action plan to ensure Curtin is WCAG 2.0-ready by 2013 was developed. A new 'accessibility' page was added to the Curtin website.

Echo360, a new iLecture system installed in July 2012, has screen-reader accessibility and will caption lectures on request. A trial is underway to caption all Curtin-produced videos from 2013.

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

Curtin staff are informed, through induction and ongoing training, about their responsibilities to students and staff with disability. This includes the CDS staff education program, a Mental Health First Aid course and workshops, Disability Awareness workshops and Mental Health in the Workplace training sessions.

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

Curtin's Professional Standards and Conduct Unit's web page has a new 'accessibility link', detailing assistance available for people with disability to make a complaint.

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

Curtin is now able to offer alternative formats/opportunities to assist all members of the community to access surveys. This includes access compliance as part of the approval for all student surveys, and raises awareness of compliance requirements with external agencies that conduct University surveys.

**Outcome 7:**  
**People with disability will have the same opportunities as other people to participate in employment at Curtin (voluntary Curtin Outcome).**

The Staff Disability Advisor position has facilitated Curtin's involvement in a new initiative, the Supported Workers project, to employ people with intellectual disability through the supported wage scheme. New staff will be contracted through Australian Disability Enterprises.

#### **Agents and contractors**

Curtin's Contracts and Agreements Register trial continues. Information for agents and contractors regarding the DAIP and DAIP reporting is available at [unilife.curtin.edu.au/health\\_wellbeing/AgentContractorDAIPActivities.htm](http://unilife.curtin.edu.au/health_wellbeing/AgentContractorDAIPActivities.htm)

## Report on Operations (continued)

**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 their 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](http://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) and has policies, processes, systems and tools to assist staff to meet the requirements of the plan. In 2008 a revised RKP was submitted and subsequently approved for five years.

**Significant improvements and developments**

In 2012 improvements and developments under the RKP were as follows:

- a total of 545 requests for disposal of University records were checked and approved, and the records securely destroyed
- a total of 3,722 boxes of inactive legacy information were sentenced and transferred from business areas to central storage
- several large records-processing projects were undertaken, due to the transfer of the Muresk Campus and the Vocational Training Education Centre facilities in Kalgoorlie and Esperance to the Department of Training and Workforce Development – the significant increase in the number of destruction requests was largely due to these projects.

**Induction for new staff**

Resources were developed to support the induction of volunteers and others who might interact with Curtin records.

**Ongoing training**

The following training programs were undertaken in 2012:

- training is available for all staff on Creating and Keeping Records, Sentencing Records, Transfer and Destruction, and Managing Email. These training modules are run on a monthly basis, with a total of 422 staff attending in 2012
- a total of 53 staff were trained in the use of the Contracts and Agreements Register
- close to 1,000 staff completed the Online Information Management training in 2012. All staff are required to complete this training within two months of starting at Curtin, and they are required to repeat the training after two years.

**Disposal authority collaboration**

The Western Australian University Sector Disposal Authority (WAUSDA) was approved by the Western Australian State Records Commission in April 2012. Curtin, along with The University of Western Australia, Edith Cowan University and Murdoch University, commenced using the new disposal authority soon after its approval. The approval of the WAUSDA will assist in records being kept for the same minimum time period at each institution. The task of maintaining and updating the disposal authority is also now a collaborative task. The work involved in developing the WAUSDA was recognised by Records and Information Management Professionals Australasia with the awarding of the J Eddis Linton Award for Excellence in Records Management to the cross-university team who developed the WAUSDA.

## Risk Management Report

Curtin's Risk Management Framework aims to:

- support Curtin to achieve its strategic objectives
- assist business areas to find solutions and make prudent risk-based decisions
- enable high-performance across business activities within an agreed risk appetite
- promote risk-aware behaviours and continuous disclosure
- support a healthy, safe and environmentally sustainable workplace
- enable the timely resumption of core services in the event of a major disruption
- provide assurance to students, industry, staff, Curtin Council, regulators, government, the community and other stakeholders that Curtin has a systematic proactive approach to risk.



All activities in an organisation involve risk because the outcomes are uncertain. This means that everyday activities may result in a consequence that impacts the health and safety of people, strategic positioning, organisational or financial performance, the environment or Curtin's reputation. Curtin's risk management framework is integrated with Curtin's governance frameworks, organisational culture initiatives, incident and intelligence reporting, and strategic and operational planning as well as performance reporting.

The Risk Management area is responsible for:

- risk management frameworks, including promotion of a proactive risk-aware culture
- insurance programs, policies and claims management
- travel risk management, including claims management
- critical incident management and business continuity management frameworks, including testing and training.

Curtin Council considered the University's strategic risks and has set Curtin's risk appetite. The University has a low-risk appetite for health and safety matters or adverse results in performance outcomes. However, Curtin accepts a moderate degree of risk relating to financial and other operational risk areas. Roles and responsibilities around risk and committees of Council were also clarified during 2012.

The strategic planning and risk management areas worked closely as part of the strategic planning process. Risk issues considered as part of this planning process included key market changes around global competition in higher education, methods of education delivery including increased role of technology, regulation of the higher education sector, and education funding arrangements.

The operational risk framework was revised, with a core focus on context setting up-front before proceeding to risk identification. This approach is being progressively rolled out across Curtin. Information from many sources is used to inform operational risk, and operational risk themes are escalated to the Executive and Council for consideration.

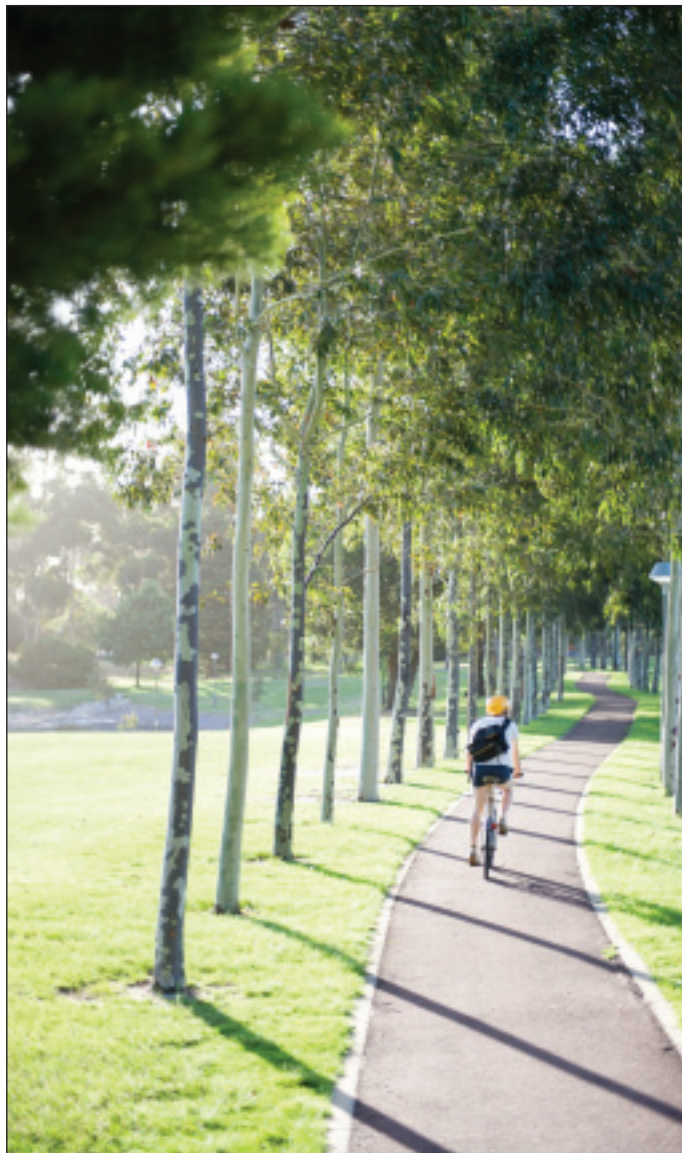
## Report on Operations (continued)

**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.

Professor David Wood, Deputy Vice-Chancellor, International, has, however, declared that his partner is an employee of Curtin College which is operated by Navitas Limited, which also operates Curtin Singapore and Curtin Sydney.

**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 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 2012 the University had one subsidiary, Skrydata Pty Ltd: a company set up just before the financial year-end to commercialise a data quality integrity toolkit. The University's interest in the company is not financially material and is expected to be diluted through investment from third parties in due course.

**University Publications and Marketing Activities**

The major publications of the University in 2012 were:

- the Annual Report to Parliament (print and electronic)
- undergraduate prospectus (domestic and international)
- postgraduate prospectus (domestic and international)
- Alternative Entry Guide
- Year 10 Guide (online)
- scholarships guide (domestic and international)
- Curtin 2012 Courses Handbook
- Curtin Law School publication
- *Cite* magazine (twice per year)
- *R&D Now* magazine (twice per year) and other research-focused publications
- *Valuing Integrity: A guide to the Curtin Code of Conduct*
- Disability Access and Inclusion Plan 2012-2017.

Major promotional, public relations or marketing activities undertaken included:

- Murchison Widefield Array launch (for the Square Kilometre Array project) in the Murchison
- launch of a brand campaign entitled Game Changers, aimed at: aligning Curtin's new strategic vision; addressing the strategic brand positioning of Curtin within Western Australia, Australia and predominantly South-East Asia markets; and bringing to life Curtin's brand promise – evidenced by featuring Curtin academics, alumni and students
- Curtin Open Day
- undergraduate and postgraduate student recruitment campaigns, including TISC campaign for undergraduate 2013 preferences, which resulted in Curtin achieving a growth in market share for first preferences year-on-year
- launch by Curtin Business School of Bachelor of Laws program and accompanying recruitment campaign, which exceeded its target
- Curtin worldwide website (curtin.edu) launched to add global visibility for Curtin
- More than 200 online videos produced, including for partners in Sydney, Singapore and Sarawak
- LinkUp website launched to promote entry pathways to Curtin
- Studentbox – an online community portal that helps Western Australian students in years 10 to 12 transition from secondary school into tertiary education
- launch of online Year 10 Guide, containing video, downloadable prerequisite lists, and links to Studentbox forums, a career planner and course information
- Curtin Student Ambassadors representing the Curtin Student Experience at more than 200 secondary school visits and on-campus activities and events
- Curtin LinkUp aspiration-building program, targeting low socio-economic status students, delivered 150 in-class and on-campus activities to years 8 to 12 students from 14 partner schools, which included a new partnership with Clontarf Aboriginal College. The School Curriculum and Standards Authority endorsed the year 10 component of the LinkUp program
- Curtin Coaches Program provided more than 150 secondary school students in years 8 to 12 from eight partner schools tutoring support free of charge from the University in English, Mathematics, Science, and Social Studies. The program expanded to include a student mentoring program with new partners
- teacher professional development days: 13 Mature Age Information Sessions, two Parent Information Sessions, Teachers' Big Day Out and the Postgraduate Expo. All events received record attendee satisfaction, with most events also increasing in attendance. The Curtin Wire quarterly e-newsletter kept more than 490 teachers and principals up-to-date with the latest from Curtin (an increased membership of 60)
- Future Students Services handled 30,617 future student enquiries between 1 January and 31 December. About 80,000 electronic direct mailers were sent to the future students database
- A University Marketing two-day conference, 'What's next for our brightest minds', with distinguished guest speakers from key media figures and representatives from universities across Australia.





## Report on Operations (continued)

**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 12 December 2012. The University complies with all 14 protocols, but has identified the need to enhance induction and professional development for members.

Protocol	Voluntary Code of Best Practice for the Governance of Australian Universities	Compliance
5	Each governing body must make available a program of induction and professional development for members to build the expertise of the governing body and to ensure that all members are aware of the nature of their duties and responsibilities.	The University mostly complies with this protocol. The Council Induction Manual needs to be updated to include the Corporate Governance Statement.