REPORT ON OPERATIONS

MEMBERS OF COUNCIL (AS AT 3 DECEMBER 2018)

GOVERNANCE OF THE UNIVERSITY

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

Council met on seven occasions in 2018, including one meeting held at Kalgoorlie. A Council Retreat was conducted on 8 September 2018 on the strategic positioning of the University.

Key governance-related matters considered by Council in 2018 included:

• approval of the following:
  • Priorities, KPIs, measures and targets for assessing the University’s performance in 2018
  • Annual Report for 2017
  • Contractual arrangements for Greater Curtin Stage One
  • 2019 Capital Program
  • Budget for 2019
  • KPIs, financial risk and risk appetite/tolerances
  • Revised Constitution for the Audit, Risk and Compliance Committee and Internal Audit Mandate
  • Various honorary awards
  • Replacement of Statute No. 1 – Common Seal and Graduation Seal
  • Replacement of Statute No. 3 – Rules
  • Replacement of Statute No. 4 – Student Guild and new Student Guild Rules
  • Repeal of Statute No. 8 – Affiliation of University Colleges
  • Repeal of Statute No. 25 – Convocation of Curtin University of Technology, Alumni Advisory Board
  • Revised Student Guild Regulations

• noting reports on the following:
  • University’s performance against key performance indicators, measures and targets identified in the Strategic Plan 2017-2020
  • Strategic risk
  • Academic Assurance Statement
  • Operations of the Kalgoorlie Campus in 2017
  • Performance of the Curtin University Foundation in 2017
  • Revised Voluntary Code of Best Practice for the Governance of Australian Public Universities
  • Reconciliation Action Plan
  • Council Self-Evaluation
  • Academic Governance Review
  • Financial management
  • Investment Performance
  • Health, Safety and Emergency Management
  • Integrity and Standards
  • Application of the Common Seal
  • Compliance with the Voluntary Code of Best Governance Practice
  • Student Guild’s financial performance

To inform and enhance Council’s role in shaping the strategic direction of the University, a series of strategic conversations and portfolio presentations were undertaken in 2018 as part of Council’s meeting program.

Strategic conversations and portfolio presentations included:

• 2018 Priorities and Key Performance Indicators, Measures and Targets
• Learning and the Student Experience
• Global Positioning
• Regional Engagement
• Business and Law
• Health Sciences
• Regional Strategy
• Business and Law

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

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

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

• Academic Board Executive
• Academic Services Committee
• Courses Committee
• University Graduate Studies Committee
• University Teaching and Learning Committee
• University Research and Development Committee
## Members of Council for 2018

<table>
<thead>
<tr>
<th>Member who is the Vice-Chancellor</th>
<th>Commenced</th>
<th>Terminated</th>
<th>Due to expire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Deborah Terry AO BA (ANU) PhD (ANU) FASSA FAPS</td>
<td>17/2/2014</td>
<td>Current</td>
<td>Ex-officio</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Members appointed by Governor</th>
<th>Commenced</th>
<th>Terminated</th>
<th>Due to expire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Andrew Crane BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD</td>
<td>1/4/2015</td>
<td>31/3/2018</td>
<td></td>
</tr>
<tr>
<td>Ms Elisa Fear BCom (UWA) MBA (Cranfield) GAICD</td>
<td>1/4/2018</td>
<td>Current</td>
<td>31/3/2021</td>
</tr>
<tr>
<td>Mr Damian Gordon BBus (Curtin) FCA SF Fin MAICD</td>
<td>1/4/2018</td>
<td>Current</td>
<td>31/3/2021</td>
</tr>
<tr>
<td>Mr Alex Jones BSc (Melb) MBA (UNSW)</td>
<td>1/4/2015</td>
<td>31/3/2018</td>
<td></td>
</tr>
<tr>
<td>Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)</td>
<td>1/4/2016</td>
<td>Current</td>
<td>31/3/2019</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Member elected by academic staff</th>
<th>Commenced</th>
<th>Terminated</th>
<th>Due to expire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Glenna Scull</td>
<td>1/4/2016</td>
<td>Current</td>
<td>31/3/2019</td>
</tr>
<tr>
<td>BCom (Melb)</td>
<td>1/4/2013</td>
<td>31/3/2016</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Member elected by salaried (general) staff</th>
<th>Commenced</th>
<th>Terminated</th>
<th>Due to expire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Andrew McLean BA (Hons) (Curtin) AFATEM GAICD</td>
<td>18/6/2016</td>
<td>Current</td>
<td>17/6/2019</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Members elected by students</th>
<th>Commenced</th>
<th>Terminated</th>
<th>Due to expire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Romana-Reo Begicic (postgraduate)</td>
<td>1/4/2018</td>
<td>Current</td>
<td>31/3/2019</td>
</tr>
<tr>
<td>Mr Sebastian Davies-Slate (postgraduate)</td>
<td>13/4/2017</td>
<td>31/3/2018</td>
<td></td>
</tr>
<tr>
<td>Ms Finlay Nolan (undergraduate)</td>
<td>1/4/2018</td>
<td>Current</td>
<td>31/3/2019</td>
</tr>
<tr>
<td>Mr Liam O’Neill (undergraduate)</td>
<td>13/4/2017</td>
<td>31/3/2018</td>
<td>12/4/2017</td>
</tr>
</tbody>
</table>
Urban design and transport sustainability expert Professor Peter Newman was named Scientist of the Year at the 2018 Western Australian Premier’s Science Awards.
REPORT ON OPERATIONS (CONTINUED)

STAFFING MATTERS

STAFF SUMMARY
The full time equivalent (FTE) of Academic, Professional and General Staff as at 31 March 2018 (excluding Hourly Paid/Casual Staff):

<table>
<thead>
<tr>
<th></th>
<th>Continuing/ permanent</th>
<th>Fixed term/ temporary</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic staff</td>
<td>872.40</td>
<td>507.60</td>
<td>1,380.00</td>
</tr>
<tr>
<td>Professional &amp; General Staff</td>
<td>1,408.60</td>
<td>439.60</td>
<td>1,848.20</td>
</tr>
<tr>
<td>Total</td>
<td>2,281.00</td>
<td>947.20</td>
<td>3,228.20</td>
</tr>
</tbody>
</table>

STAFFING POLICIES AND INITIATIVES

All policies and procedures were updated to reflect the introduction of the Curtin University Academic, Professional and General Staff Agreement 2017 – 2021 (the Agreement) which came into operation in June.

A global mobility framework has been established to support the more efficient and effective movement of staff members between all Curtin campuses and partner organisations overseas.

The Family and Domestic Violence Procedures were updated to reflect the changes to the Modern Awards providing for approval of leave without pay in such circumstances.

Academic Confirmation procedures were established to support the new terms of probation in the Agreement.

New faculty organisational structures were finalised to complete the Faculty Review which reduced 24 schools into 20 when implemented in January.

A new talent acquisition system was implemented to increase efficiencies and facilitate an improved hiring manager and candidate experience.

Academic payments. Optimisation and efficiencies in the administration of casual staff.

Improved system integration was progressed to enhance resource optimisation and efficiencies in the administration of casual academic payments.

PEOPLE AND CULTURE

The People and Culture Committee chaired by the Provost met on a regular basis throughout the year in order to monitor progress against the People and Culture enabling plan’s objectives which include staff engagement, Aboriginal and Torres Strait Islander participation, gender equity and diversity and inclusion workforce strategies.

EMPLOYMENT RELATIONS

2018’s focus was on embedding the changes within the new Agreement, utilising the improved flexibility available in workload allocation and applying simplified and more streamlined processes.

The introduction of a new Curtin Early Childcare Agreement was also supported this year by staff members employed in that area.

A separate Staff Agreement for Curtin Sport and Recreation staff therefore remain covered by the terms and conditions of the Curtin University Academic, Professional and General Staff Agreement 2012 – 2016.

HEALTH, SAFETY AND EMERGENCY MANAGEMENT

2018 REPORTABLE KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>Measure</th>
<th>Actual results</th>
<th>Results against target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of fatalities</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Lost time injury/disease incidence rate (LTIIR)</td>
<td>0.16</td>
<td>0.19</td>
</tr>
<tr>
<td>Lost time injury/disease severity rate (LTISR)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Percentage of injured workers returned to work within:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) 13 weeks</td>
<td>75%</td>
<td>100%</td>
</tr>
<tr>
<td>(ii) 26 weeks</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of managers trained in occupational safety, health and injury management responsibilities</td>
<td>73%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Note: the performance reporting examines a 3 year trend and, as such, the comparison base year is to be 2 years prior to the reporting year (Public Sector Commissioner’s Circular 2018-2).

The University, through its Council members and Senior Executives, is committed to providing and maintaining high standards of occupational health and safety in the workplace. This is achieved, in consultation with staff and safety and health representatives, through such mechanisms as Area/Faculty Health and Safety Sub-Committees, University Council Health and Safety Committee and the overarching University Health and Safety Committee, with the aim to continually improve our safe work practices and processes.

Our increased focus on strategies to deliver long term sustainable performance in all areas, has resulted in Curtin meeting our 2018 targets. Lost Time Injury Incidence Rate (LTIIR) for 2018 has slightly increased to 0.19 but still records an improvement over 3 years. Our Return to Work within 13 and 26 weeks meets target of greater than 80% whilst management training in occupational safety, health and injury management responsibilities has improved over the past 3 years and also meets target of 80% or greater completion rates.
SIGNIFICANT ISSUES AND TRENDS

EFFECT OF ECONOMIC AND OTHER FACTORS IN 2018

Uncertainty continues regarding the regulatory environment for the Australian higher education sector. Late 2017 saw the Federal Government introduce changes to funding arrangements for domestic students through their Mid-Year Economic Forecast. The announcement significantly impacted Commonwealth funded bachelor places through the introduction of a maximum funding envelope and a reduction of allocations for Commonwealth supported postgraduate programs. These measures forced part of the government’s agenda to improve the sustainability of the higher education sector. However, in a small and global environment presents a challenge for the sector in relation to strategic and resource planning.

Despite the reduction in Commonwealth funding, Curtin has continued to maintain a strong domestic market position. Curtin is ranked number one among Western Australian public universities for graduate outcomes and employer satisfaction and received a five-star rating for Skills Development, Learner Engagement, Teaching Quality and Overall Experience in the Good Universities Guide. The University has grown its market share of Western Australian first preference applicants through the Tertiary Institutions Service Centre (TISC) to 51 per cent and the University continues to attract an increasing number of highATAR students.

International demand for Australian higher education has continued to be strong. However demand in Western Australia has been limited relative to other states. Changes to the Skilled Migration Policy at a state level, less favourable state economic and labour market conditions and strong investment by other states to attract students have impacted Western Australia’s competitiveness. In response, the Western Australian Government has launched a new international education strategy.

The University has continued to focus on diversifying its revenue streams to maintain a more sustainable base of funding. Curtin continues to maintain a strong domestic market position. Curtin remains the only non-Group of Eight university to be ranked in the top 100 institutions globally for geography, nursing, civil engineering, earth and marine sciences, hospitality and tourism management and chemical engineering. Despite some challenges, the University has maintained a strong competitive position in the market and 2018 was a very successful year for Curtin in terms of its global postgraduate, growth in domestic market share and research performance.

Government expenditure on research and development declined since the previous fiscal year. An inquiry into the efficiency, effectiveness and coherency of Federal Government funding for research was undertaken early in 2018. Key recommendations from the inquiry included reducing administrative burden and streamlining grant funding processes along with providing targeted support for early and mid-career researchers. The government also implemented a national interest test to ensure Australian Research Council (ARC) grants are disbursed to projects that demonstrate economic, commercial, environmental, social or cultural benefits to the Australian community. Notwithstanding a number of federal policy changes, Curtin’s research performance in 2018 was excellent.

Curtin continued its success rates and funding outcomes under the National Health and Medical Research Council and the ARC National Competitive Grants Program (NCGP) In 2018 the University received grants totalling $20.3 million from the NCGP. In addition, six Curtin researchers were named in Clarivate Analytics’ annual Highly Cited Researcher List for 2018. The list recognises influential researchers who are making a significant impact in their research fields and is testament to the calibre of research being undertaken at Curtin.

In response to the Federal Government’s focus on knowledge transfer and application, Curtin has increased the scale of industry-funded projects. In 2018 Curtin received $3.9 million to lead the ARC Training Centre for Transforming Maintenance through Data Science, established with Alcoa, BHP and Rio Tinto, and $1.3 million for Discovery Indigenous project to Strengthening Aboriginal children’s wellbeing. Other industry collaborations include MinEx, Digital Health and Fight Food Waste Cooperative Research Centres and Optus support for the Centre of Excellence in Artificial Intelligence.

The global higher education market continues to present a very competitive environment. Curtin’s global reputation is a factor in attracting students and staff to the University’s campuses and in enabling the University to establish collaborations with internationally renowned institutions. Curtin improved its global ranking in six out of the eight major ranking systems, including all three that incorporate reputational surveys. Curtin is also positioned ninth in Australia in five of these league tables. Notably, Curtin remains the only non-Group of Eight university to be ranked in the top 200 universities globally on the prestigious Academic Ranking of World Universities.

The University is also well-positioned in a number of subject rankings, including placing second in the world and first in Australia for mineral and mining engineering, and is among the world’s top 50 institutions for geology, nursing, civil engineering, earth and marine sciences, hospitality and tourism management and chemical engineering.

Despite some challenges, the University has maintained a strong competitive position in the market and 2018 was a very successful year for Curtin in terms of its global postgraduate, growth in domestic market share and research performance.

Other key objectives achieved in 2018 included:

- Curtin awarded JSZ/NZS 4801 - Occupational Health and Safety Management Systems Certificate for its Australian operations, including teaching, research and non-academic business areas, and bound to conform to the Safety Management System Standard. Curtin was certified by DNV- GL Business Assurance, a JSZ-ANZ accredited provider.
- Worksafe WA Gold Certification awarded to Curtin’s Western Australian operations ‘in recognition of its excellent management of safety and health in the workplace and contribution to the reduction of work-related injury and disease’. Curtin was certified by Worksafe Western Australia.
- Launch of C.H.A.R ‘Checklist and Inspections’ Module. This forms part of the suite of online Health and Safety Management System modules available to staff and students at Curtin. This module is an intuitive web-based tool that enables completion of mandatory workplace inspections and other tarea/task specific checklists and assignment corrective actions for management review and approval. All corrective and preventative actions are automatically uploaded to the Curtin Risk Register and tracked for completion.
- Implementation of an Award and Recognition Program for Safety and Health Representatives and Incident Response Teams across our Australian campuses.

PEOPLE WELLNESS

The University continues to promote and support the wellbeing of our people through the work of our People Wellness team. The team provides best practice management of work-related and non-compensable injuries to ensure timely and lasting return to work outcomes. Injury prevention remains the team’s priority with the ongoing provision of specialist workplace access, ergonomic, manual handling, and fitness for work services and advice as required.

Notable achievements this year have included:

- the formation of a Wellbeing Community of Practice to bring together University support services and leverage student and staff wellbeing offerings.
- a partnership with our Future of Work Institute to assess Curtin’s mental health support services and build a 2019 mental health and wellbeing strategy.
- a review of our Employee Assistance Program model, for implementation in February 2019.
- 45 student placements and 281 ergonomic assessments throughout the year, which saw our student ergonomic assessment partnership win the 2018 Vice-Chancellor’s professional staff award for team collaboration.
REPORT ON OPERATIONS (CONTINUED)

OTHER DISCLOSURES AND LEGAL REQUIREMENTS

ACT OF GRACE PAYMENTS

In 2018, 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 2018 the following costs were recorded against these items:

<table>
<thead>
<tr>
<th>Amount $ (excl GST)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising Agencies</td>
</tr>
<tr>
<td>Campaign</td>
</tr>
<tr>
<td>Non-campaign</td>
</tr>
<tr>
<td>Market research organisations</td>
</tr>
<tr>
<td>Media advertising organisations</td>
</tr>
<tr>
<td>Grand Total</td>
</tr>
</tbody>
</table>

CAPITAL WORKS

Projects Completed in 2018

Curtin Bus Interchange
- This project is designed to create an integrated, accessible and vibrant transport terminal in the heart of the campus. As part of the Greater Curtin Stage One outcome it will provide an uplift in amenity, economic diversity and transport choice for Curtin and the community.
- Handover to the Perth Transport Authority to commence operations will take place in February 2019. The project suffered as a result of the principal contractor, Cooper and Oxley, entering voluntary administration during 2018, however it is forecast to be delivered within a 5 per cent overrun of the funding provision of $15.4 million.

Creative Quarter Bicycle Hub
- At the southern end of the Sir Charles Court Promenade, adjacent to the School of Art and Design, this highly innovative public realm project will provide secure access bicycle storage for 200 bicycles in addition to public realm upgrades to allow year-round place activation.
- The project was completed in March 2018 and for a total project cost of $4.2 million.

Projects forecast to commence construction in 2019

Greater Curtin Stage One (including the School Design and of Built Environment)
- 2018 saw the final negotiation process undertaken with the selected private sector consortia to finance, deliver and operate Stage One. Following Council approval in December 2018 to enter into agreements with the proposed project company, Curtin is expected to be in a position to execute the principal agreements in February 2019, with construction commencing thereafter.
- With an end capital value at circa $400 million, the scope includes student accommodation, short-stay accommodation (hotel), apartments, academic and industry partner space, retail, other supporting amenity and infrastructure.

Building 105 Robertson Library upgrade
- The library requires a major upgrade in order to provide a best-practice, contemporary, fit for purpose library facility.
- To maintain ongoing library operations at all times, the delivery strategy consists of two stages with Stage One comprising a new services tower and related infrastructure upgrades along with a new entrance and updated ground plane. Stage One will commence construction in the second half of 2019 with a funding provision of $60 million. Timing for Stage Two to be determined.

Building 611 repurposing
- This is a consolidation of a number of projects for the Faculty of Science and Engineering related to buildings 611, 613 and 614.
- It will avoid the need to build a new building by co-locating research activities, provide a centralised dangerous goods store for TechPak, repurpose non-utilised space, resolve current non-compliance issues and improve building running costs and sharing of equipment. Construction is due to commence in early 2019 within a funding provision of $8.4 million..

General refurbishments
- In 2018 a wide variety of refurbishment programs were undertaken including a number of access and inclusion projects, for example, B102 concourse, B104 Levels 1 and 2, B305 ballostrade, B311 and B314 external works, B401 Level 1 and B409 Level 1.
- Examples of some of the key minor refurbishment projects delivered include: CAT 6 telecommunications upgrades across campus, B001ABE, B407, B314, B312 and B211- Learning Space Refresh Stage 2, B208 TV Studio refurbishment, B001 Curtin Graduate School of Business Library mechanical upgrade, B103 Think space, B111 upgrade for graduations within the stadium, B209 L2 PUC office and boardroom refresh, B206 room 238 HS&EM upgrades, B216 L2 CIC additional office space, B114 Rotary House and B309 ACM removal.

Projects commenced or under construction in 2018

Midland Campus (Health)
- The State Government has provided Curtin with $22 million and land for a new facility to provide primary care and inter-professional education for the new Medical School and other Curtin University programs as a whole.
- A construction contract was awarded at the end of 2017 with the construction completion date forecast for quarter three in 2019 with occupancy to occur thereafter. The total project cost is estimated at $22 million and within the funding provided by the state.

School of Design and Art upgrade
- The Design and Art buildings 202, 203 and 212 are at end of life and being refurbished to provide upgraded facilities and support strategic plans including on-line and contemporary learning initiatives. Enhancing the campus southern precinct, it will also integrate with the Creative Quarter public realm.
- Construction commenced in late 2017 and will be undertaken on a staged basis to allow for ongoing operations. Completion will occur in 2019 within a forecast project cost of $12 million.

Building 311 PC2 Super-Laboratory pilot
- This project will develop a prototype 96 seat multidisciplinary undergraduate science teaching laboratory. It forms part of the Curtin Super Sciences Program and is linked to the University’s Research Capacity Building programs.
- Construction commenced in late 2018 for completion in quarter three 2019 and within the funding provision of $11.5 million.
COUNCIL AND COMMITTEE REMUNERATION

Pursuant to Premier’s Circular 2017/08, the University must provide a report on the remuneration provided to board/board committee members. Under the requirements of the Annual Reporting Framework issued by the Public Sector Commission, the voluntary remuneration payments provided to the members of Council and co-opted members of the sub-committees of Council in 2018 is as follows:

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Type of remuneration</th>
<th>Period of membership</th>
<th>Gross/actual remuneration 2018 financial year¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chancellor</td>
<td>Dr Collin Beckett</td>
<td>Annual</td>
<td>12 months</td>
<td>$80,000.00</td>
</tr>
<tr>
<td>Council Member (Student)</td>
<td>Ms Ramona-Rea Begicicic</td>
<td>Annual</td>
<td>9 months</td>
<td>$3,750.00</td>
</tr>
<tr>
<td>Council Member (Committee member)</td>
<td>Dr Andrew Crane</td>
<td>Annual</td>
<td>12 months</td>
<td>$21,684.00¹</td>
</tr>
<tr>
<td>Council Member (Student)</td>
<td>Mr Sebastian Davies-Slate</td>
<td>Annual</td>
<td>3 months</td>
<td>$1,250.00</td>
</tr>
<tr>
<td>Committee Member (Staff member)</td>
<td>Prof Paul Fainoll</td>
<td>No entitlement</td>
<td>12 months</td>
<td>Zero</td>
</tr>
<tr>
<td>Council Member (Committee member)</td>
<td>Ms Elisa Fear</td>
<td>Annual</td>
<td>9 months</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Committee Member (Co-opted)</td>
<td>Ms Beth Gordon</td>
<td>$2000.00 per meeting</td>
<td>12 months</td>
<td>$16,000.00</td>
</tr>
<tr>
<td>Council Member (Co-opted)</td>
<td>Mr Damian Gordon</td>
<td>$2000.00 per meeting</td>
<td>3 months</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>Council Member (Committee member)</td>
<td>Dr Vanessa Guthrie</td>
<td>Annual</td>
<td>9 months</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Council Member (Council member)</td>
<td>Dr Vanessa Guthrie</td>
<td>1 month, 14 days</td>
<td></td>
<td>$1,875.00</td>
</tr>
<tr>
<td>Council Member (Committee member)</td>
<td>Dr Vanessa Guthrie</td>
<td>1 month, 14 days</td>
<td></td>
<td>$2,500.00</td>
</tr>
<tr>
<td>Council Member (Committee Chair)</td>
<td>Ms Finnay Nolan</td>
<td>Annual</td>
<td>9 months</td>
<td>$26,250.00</td>
</tr>
<tr>
<td>Council Member (Committee member)</td>
<td>Mr Alex Jones</td>
<td>Annual</td>
<td>3 months</td>
<td>$5600.00</td>
</tr>
<tr>
<td>Council Member (Committee member)</td>
<td>Mr Michael Lishman</td>
<td>Annual</td>
<td>9 months</td>
<td>$10,000.00¹</td>
</tr>
<tr>
<td>Council Member (Staff member)</td>
<td>Prof Linley Lord</td>
<td>No entitlement</td>
<td>3 months</td>
<td>Zero</td>
</tr>
<tr>
<td>Council Member (Staff member)</td>
<td>Mr Andrew McLean</td>
<td>No entitlement</td>
<td>12 months</td>
<td>Zero</td>
</tr>
<tr>
<td>Council Member (Student)</td>
<td>Ms Finnay Nolan</td>
<td>Annual</td>
<td>8 months</td>
<td>$2,074.18</td>
</tr>
<tr>
<td>Council Member (Student)</td>
<td>Ms Finnay Nolan</td>
<td>No entitlement</td>
<td>1 month</td>
<td>Zero</td>
</tr>
<tr>
<td>Council Member (Student)</td>
<td>Mr Liam O’Neill</td>
<td>Annual</td>
<td>3 months</td>
<td>Zero</td>
</tr>
<tr>
<td>Council Member (Staff member)</td>
<td>Prof Dale Pinto</td>
<td>No entitlement</td>
<td>9 months</td>
<td>Zero</td>
</tr>
<tr>
<td>Council Member (Committee Chair)</td>
<td>Mr Steve Scudamore</td>
<td>Annual</td>
<td>12 months</td>
<td>$35,000.00</td>
</tr>
<tr>
<td>Council Member (Staff member)</td>
<td>Prof Glenda Scully</td>
<td>No entitlement</td>
<td>12 months</td>
<td>Zero</td>
</tr>
<tr>
<td>Committee Member (Co-opted)</td>
<td>Mr David Southam</td>
<td>$2000.00 per meeting</td>
<td>12 months</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Council Member (Staff member)</td>
<td>Prof Deborah Terry</td>
<td>No entitlement</td>
<td>12 months</td>
<td>Zero</td>
</tr>
<tr>
<td>Committee Member (Committee Chair)</td>
<td>Mr Gene Tilbrook</td>
<td>Annual</td>
<td>3 months</td>
<td>$8,750.00</td>
</tr>
<tr>
<td>Committee Member (Co-opted)</td>
<td>Mr Gene Tilbrook</td>
<td>$10000.00 per meeting</td>
<td>9 months</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Council Member (Pro-Chancellor)</td>
<td>Ms Sue Wilson</td>
<td>Annual</td>
<td>12 months</td>
<td>$40,000.00</td>
</tr>
</tbody>
</table>

¹ Includes sacrifice remuneration made as a donation to the Curtin University Foundation or payment made to a representation fund
² Includes remuneration payment for 1 December 2017 - 31 December 2017 as a member of the Executive Committee
³ Includes final 2017 quarterly remuneration payment as a member of the Executive Committee

DIRECTORS’ AND OFFICERS’ LIABILITY INSURANCE

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

During 2018 the University paid a premium in respect of a contract of insurance for the directors and officers of the University and all related bodies corporate, against liabilities incurred in acting in such capacities, to the extent permitted under the Corporations Act 2001. The contract prohibits the disclosure of the nature of the liabilities and/or the amount of the premium.

DISABILITY ACCESS AND INCLUSION PLAN (DAIP) OUTCOMES

Throughout 2018 the following progress has been made against the stated initiatives to address the seven outcomes prescribed under legislation and monitored by the Department of Communities - Disability Services.

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

The Associate Director, Digital Student Experience was engaged to establish accessibility of ApplyNow and edges for student admissions and boarding processes which are currently under review. Links have been established with Curtin’s Student Retention Operational Plan to embed inclusive design and accessibility as ‘best practice’. Curtin Annual Student Satisfaction data was reviewed by demographics groups (disability) to check for any issues related to this work.

The Accessible Events Checklist was reviewed, and will continue to be populated enterprise-wide with particular attention paid to faculties in order to increase awareness of the current DAIP.

Curtin’s Accessible Information Policy was reviewed and updated as the Accessible Information Procedures, due for review in 2019. A communication plan for these procedures is being developed for implementation in the next reporting period as per Curtin’s planned DAIP timelines.

The Universal Design Working Group structure was reviewed and updated, and the Universal Design website was established. Universal Design Guidelines for services and teaching programs are to be developed for delivery in the next reporting period as per Curtin’s DAIP timelines. Embedding of Universal Design Guidelines for learning and teaching programs in Work Planning and Performance Review are also to be developed in the next reporting period.

The Fieldwork Policy and Procedures and Fieldwork Manual were updated to include processes that accommodate placement of students with disability.
Outcome 2: People with disabilities will have the same opportunities as other people to access Curtin’s buildings and facilities

As there is no role for Properties and Facilities Management on Curtin’s non-Australian campuses, Curtin is in the process of seeking advice regarding business arrangements under international jurisdiction in view of the One Curtin approach to delivery of education. This continues to be a work in progress and is currently being embedded into a revised project governance framework.

Universal design has been considered and incorporated in the development of the Wayfinding Strategy for Curtin (published end 2017), and was tested against internal projects (capital and non-capital), and an external development project in 2018. Vendors were asked to submit an EOI to develop a digital wayfinding tool for the Bentley campus, with accessibility identified as a key requirement.

Under the ‘Improving access options’ component of Curtin’s Transport Plan, a cycling/pedestrian network audit was completed, which adheres to Curtin’s Universal Design Guidelines. Data from the cycling/pedestrian network audit is being used to assist in developing our current works program which includes:

- a cycling and pedestrian network improvement project
- a review of ACROD bays, including the Threshold Project, which aims to improve ACROD bay users’ experience of the campus, by considering better connectivity to buildings and end-of-trip facilities
- a pedestrian crossing safety program across the campus and surrounding areas (i.e. Kent Street signalised crossing, completed in June 2018).

A review of the TEFMA accessibility rating has been completed. A tool to measure accessibility for multiple purposes including space management and benchmarking began, with a trial expected by mid-2019.

A workflow was drafted to share changes to learning space guidelines and universal design principles. Information is made available in more than one format wherever possible upon request.

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

Curtin’s Accessible Information Policy has been reviewed and updated as the Accessible Information Procedures, due for next year.

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

Discussions continued with People Capability on wording and placement to embed the appropriate level of responsibility for all academic and professional staff.

Evaluation of the gaps in training and blended training platforms continued. Discussion with FLECS – Blackboard took place to ensure consistency with staff and student training, and it is noted that FLECS-Blackboard is currently not accessible to JAWS users.

Further development requires joint action between schools and People and Culture.

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

A review has established that schools across the University have a range of systems to support staff and student feedback, via:

- establishment of a Student Council
- openly encouraging students to provide feedback to unit and course coordinators (online and face to face) throughout their course
- school meetings and separate academic and professional staff meetings
- comprehensive course reviews and external school reviews which involve gathering stakeholder feedback
- an open and respectful culture which encourages honest and frank discourse.

The University is now considering development of a consistent approach for implementation across all faculties and schools.

Curtin’s online portal is a ready access point in which all members of the University’s community are able to lodge feedback on aspects of Integrity and Standards Unit (ISU) operations, including complaints management. The portal was promoted to staff via quarterly newsletters on the ISU website and communicated through Curtin Weekly, Yammer and various training workshops for staff. A flyer was developed and distributed via Student Guide, People and Culture and Counselling Services.

Formal communication to specifically target students with disability were promoted through the Disability Services newsletter, end updates were provided via Twitter and Curtin University’s Facebook pages.

Internal surveys and quarterly random audits were implemented in 2018 to ensure the complaint handling process is robust, and that managers are conducting themselves in accordance with the guidelines.

Targeted direct consultation with executive management and other relevant stakeholders took place each quarter. Feedback on access/inclusion matters was been given to the Universal Design Working Party, which has oversight of the operational implementation of Curtin’s DAIP.

The ISU maintains its website that articulates the complaint handling process, management of conflicts of interest, and provides contemporary and accurate information.

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

Curtin’s Accessible Information Policy has been reviewed and updated as the Accessible Information Procedures, due for next review in 2021. The University recognises that its information should be available in formats that will enable universal access to students, staff and the wider community. All original information is prepared and provided in accordance with existing Curtin guidelines and universal design principles. Information is made available in more than one format wherever possible upon request.

Draft guidelines for accessible consultation are under review by Curtin.
REPORT ON OPERATIONS (CONTINUED)

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

People Capability commenced exploring career development opportunities for Diversity and Equity target groups, including people with disability. Leadership capability is being developed across the organisation, with a focus on compliance/onboarding and induction to reflect Curtin’s values, signature behaviours and strategic plans.

A project was delivered in 2018 to support disclosure of disability in the workplace. Changes to website content were completed and online training will be rolled out in 2019 regarding disability awareness. Reasons for seeking disclosure have been articulated in Employee Kiosk including emergency management and personal emergency evacuation plan development. Learnings from this project will be applied to inform disclosure activities for other diversity groups across Curtin.

Curtin’s ‘Remote Work Guide’ was approved and released late 2017, which emphasises the importance of open dialogue between supervisors and staff regarding the ongoing appropriateness of working remotely, and includes useful information and tips on IT access and connectivity, information storage and security, health and safety, wellbeing and connectedness with the workplace when working interstate, overseas, off campus or from home.

The University Staff Agreement 2017 – 2021 provides a range of flexible work options supported by the University in line with operational requirements. Staff and line managers may consult a range of flexible work options supported by the University in line with operational requirements.

ENVIRONMENTAL SUSTAINABILITY

2018 saw the launch of the new Properties, Facilities & Development Sustainability website, which celebrates Curtin’s commitment to sustainability through the actions of teams across the campus. The website was designed as a platform for sustainability reporting and engagement with students, staff and the community.

Key initiatives delivered in 2018 include:

- an update of the Environmental Sustainability Policy, cementing Curtin’s commitment to continued development while minimising environmental impact
- improved utilities management with the launch of the Living Campus platform
- the launch of the new Creative Quarter Bike Hub, which provides high quality and secure end-of-trip facilities to students and staff
- installation of Duo Bigbelly Solar Compactors at key points on campus, reducing waste collection requirements
- installation of solar benches around campus, allowing students to rest and recharge their phones
- implementation of the Living Knowledge Stream Guidelines, linking the Curtin community to the cultural heritage of our Campus and increasing native habitat.

Transport

A key project in the Integrated Transport Management Plan, the Creative Quarter precinct was officially opened in 2018, featuring communal seating areas, an off-weather canopy, games court with basketball tree, lawn area and timber decking, as well as a fully secure bike hub and end-of-trip facilities, providing bicycle storage for approximately 200 bikes, more than 100 lockers and Curtin’s first universal access self-contained shower and change facilities.

Biodiversity

Finalised in late 2017, execution of Living Knowledge Stream Guidelines has continued, bringing to life the major green infrastructure and Indigenous cultural trail network within the Bentley Campus. The Living Stream guidelines link the Curtin community to the cultural heritage of the site through use of native planting, stormwater management, art and educational installations, with a focus on biodiversity and water sensitive urban design.

Implementation of the Curtin University Urban Forest Action Plan 2014–2020 and Black Cockatoo Action Plan 2016–2018 continues. In 2018, 1,700 natives, including 100 trees, were planted across the Bentley Campus and Technology Park. 2018 also saw the first use of contractual bonding of trees on campus, giving them a tangible value and increased consideration in major capital projects.

Utility Management

Curtin is continually pursuing sustainable building practices and energy optimisation initiatives to reduce and shift power consumption. Since 2014, these initiatives have had a considerable impact on energy use – demand has been reduced by approximately 20 per cent despite site growth of approximately 3,500 square metres each year.

Curtin’s new online platform, Living Campus, now provides the opportunity to centralise and visualise energy usage data. The platform connects more than a thousand meters around the Bentley Campus to display real-time energy usage, and provide educational resources to students, staff and the community.

The data from Living Campus will help us monitor, understand and manage energy usage in a more sophisticated manner, allowing Curtin to illustrate the benefits of energy saving initiatives and improve strategic planning.

Total energy consumption∗ in the 2017/18 financial year** was 268,269 gigajoules, down from 273,412 gigajoules in 2016/17. Greenhouse gas emissions also dropped from 40,255t CO₂-e to 39,176 t CO₂-e in 2017/18.

Operational Waste

The University has targeted recycling processes in place for co-mingled drink containers, paper, cardboard, wood, metal, polystyrene, batteries, globes and printer toners, as well as programs for recycling furniture no longer required by the University and e-waste from operations, staff and students. In the 2017/18 financial year approximately 28 per cent of operational waste generated on-site was diverted from landfill. The University is working on initiatives to improve its recycling outcomes.

Improvements in operational waste in 2018 include the installation of a number of Duo Bigbelly Solar Compactors across campus, with more planned for 2019. The bins incorporate a solar powered, wireless and integrated system that automatically compacts rubbish, increasing the capacity from 120L to 600L, which notifies the Waste & Recycling staff when they are nearly full and ready for collection. This results in substantial reductions in routine collections and additional recycling opportunities.

Green Star - Communities

Curtin University was awarded Australia's first 5-Star Green Star Communities certification in 2015 for the Greater Curtin Master Plan. The 5-Star rating, which equates to 'Australian Excellence' was earned after the University Master Plan was assessed against benchmarks for governance and innovation, design excellence, environmental sustainability, economic prosperity and liveability.

Preparation works have begun for certification in 2020, with projects being undertaken across the University.

* All energy values are for Curtin University operations in Western Australia only.
** Calendar year data is not available due to timing of the Annual Report, and so Financial Year data has been used.
REPORT ON OPERATIONS (CONTINUED)

MARKETING ACTIVITIES

Marketing effort was again heavily geared toward global positioning and international student recruitment in 2018, in response to a prolonged decline in international student numbers that has affected the entire Western Australian sector.

The increased international focus, together with reduced Commonwealth funding to universities, brought about significant transformation of the University Marketing portfolio in 2018. Following a restructure, the team reflects a general shift in priority away from the domestic student market, toward the international market, while still targeting high-value domestic segments such as ATAR domestic school leavers and prospective postgraduates. The structure also supports increased digital marketing, user experience design and analytics, to improve the user journey, better inform marketing strategy and maximise return on investment.

Integration of University Marketing with Curtin International was also strengthened, resulting in a significant increase in digital marketing initiatives aimed at the international student market. A lead nurture campaign was launched to help guide international prospective students from the early stages of interest through to enquiring and application. A dedicated Chino microsite and social media platforms were also established. These and other international advertising and recruitment strategies resulted in an 18 per cent increase in enquiries from international prospective students. Domesticity, Curtin’s undergraduate market share was also positive, despite the reduced spend on that sector, with 53 per cent of WA’s undergraduate market share was also positive, despite the reduced spend on that sector, with 53 per cent of WA’s undergraduate applicants nominating a Curtin course as their first preference for the December round of offers.

University Marketing, Curtin IT Services and the Research Office launched a new look ‘research.curtin.edu.au’ website in February, to improve our ability to profile and promote Curtin’s research capability. A new paid social media strategy for research news was also developed and implemented, to help amplify Curtin’s research news, events and achievements to a national audience. The results saw a dramatic increase in readership compared to unpaid social media activity, from around 10,000 readers per quarter to more than 40,000. Work is continuing, to ensure the increased readership is translated to increased engagement with the University.

In June, at the conclusion of an extensive selection process, University Marketing appointed new digital media and creative partners. Analogolk was selected as Curtin’s full-service creative agency, and Global Rev Gen won the contract for media planning and buying. Both agencies operate from locations across the globe and are well placed to support Curtin’s positioning as a global university. They replaced Marketforce and QMD WA respectively, who worked with Curtin over the previous five years.

In July, the website ‘study.curtin.edu.au’ was launched, bringing together information about all Curtin units, courses and MOOCs into a single interface for prospective students. The platform amalgamates content from three sources: Askit (curriculum data), Study One (study mode, availability and fees) and the Learning Offering Utility (marketing content), providing a seamless, comprehensive catalogue of Curtin’s offerings. The project was part of the Digital Futures program of technology-related projects and represents the first major overhaul of Curtin’s online course catalogue since 2008. Refinement will be ongoing.

PRICING POLICY ON OUTPUTS PROVIDED

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

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

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

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

RECONCILIATION ACTION PLAN (RAP)

In 2018 Curtin launched its Elevate Reconciliation Action Plan (RAP) 2018-2020. This is the highest level in the RAP framework and recognises Curtin’s ongoing commitment and contribution to reconciliation since becoming the first university in Australia to adopt this important blueprint for social change in 2008.

Through our RAP journey to date we have been able to:

• actively ‘indigenise’ our curriculum, helping our students to better understand how the wrongs of the past impact on Aboriginal people today
• deepen cultural understanding amongst our non-Aboriginal staff through workshops, on country visits and powerful cultural immersion experiences

The RAP 2018-2020 places an emphasis on continuing Curtin’s distinctive contribution to building a culture that values and respects Aboriginal and Torres Strait Islander people, culture and heritage both within the University and beyond, the relationships we have developed with our Aboriginal and Torres Strait Islander communities, and the opportunities we provide to develop the aspiration and ability to succeed in higher education and employment. It takes its direction from the Uluru Statement from the Heart, emanating from last year’s Aboriginal and Torres Strait Islander Convention. This substantial gathering of Indigenous people from around the country called for a First Nations voice to be enshrined in the Constitution and for there to be greater truth telling around Australia’s colonial past.

In formulating our Elevate RAP, we have used this statement to focus our efforts on:

• ensuring that Aboriginal and Torres Strait Islander people have a voice in decision-making processes

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

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

Significant improvements and developments

• A revised Information Security Classification Policy that better supports Curtin’s new Strategic Plan was approved
• A preservation room to assist with better management of Curtin’s archival material was established.
• A successful Proof of Concept of an information management tool was conducted for better management of electronic records
• A name change for the unit responsible for records and information management to Curtin Information Management and Archives was approved to better reflect the strategic direction of the unit.
• An intensive review of hard copy records in storage commenced, with a significant reduction in obsolete records storage holdings. More than 6,000 boxes of old hard copy records were securely and legally destroyed in 2018.
• A preservation room to assist with better management of Curtin’s archival material was established.
• A successful Proof of Concept of an information management tool was conducted for better management of electronic records
• A name change for the unit responsible for records and information management to Curtin Information Management and Archives was approved to better reflect the strategic direction of the unit.
• An intensive review of hard copy records in storage commenced, with a significant reduction in obsolete records storage holdings. More than 6,000 boxes of old hard copy records were securely and legally destroyed in 2018.
• A name change for the unit responsible for records and information management to Curtin Information Management and Archives was approved to better reflect the strategic direction of the unit.
• An intensive review of hard copy records in storage commenced, with a significant reduction in obsolete records storage holdings. More than 6,000 boxes of old hard copy records were securely and legally destroyed in 2018.
• An enterprise-wide file sharing tool was provided to staff with a view to reducing the use of unsanctioned file sharing products.
The key areas of focus for Risk and Assurance during 2018 included:

- International Campus Assurance – Curtin now has four international campuses, Malaysia, Singapore, Dubai and Mauritius, which opened in 2018. An assurance framework was developed to provide oversight of international campus operations. This framework covers risk, compliance, finance, technology and audit. Curtin delivers internationally through deep partnerships and this framework acknowledges the partners role whilst at the same time providing transparent disclosure and assurance across key controls.

- Integrated Controls Assurance – As a diverse complex business, assurance of controls occurs at many levels in the organisation, and therefore achieving a single view of assurance is challenging. An assurance cycle has been developed to share information across areas covering quality, planning, compliance, risk, incident management, complaints, litigation to provide a single view relating to control effectiveness and to reduce duplication. The single view is now incorporated into an assurance map which also captures governance and committee oversight. An important part of the assurance cycle is the annual certification process where around 100 senior managers provide feedback on the operation of key controls and processes. This feedback informs control and process owners as well as shapes an overall single view of control effectiveness at Curtin.

- Strategic Risk - Curtin’s strategic risk profile improved, however risks relating to international competition and operational sustainability remain a strong focus.

- Cyber and Security Risk - Almost all organisations today have a strong focus on cyber and security risk, underpinned by threat and vulnerability assessments. Curtin has robust processes in place and is continually enhancing its approach in partnership with leading global specialists. As part of the overall approach to managing cyber and security risk, Curtin conducted a discussion exercise with the representatives from Commonwealth and State agencies to continually improve its preparedness and response to cyber incidents. Alongside this incident exercise, Curtin has reviewed its cyber insurance cover against specific cyber scenarios to be fully informed of any potential gaps in cover.

- Respect Now Always – Curtin has zero tolerance for sexual assault and sexual harassment. Although the number of students being sexually assaulted is very low, any instance of sexual assault is absolutely unacceptable. All incidents are reported through critical incident processes and in 2018 a specific de-identified reporting portal was established to provide a single view of all sexual assault and sexual harassment matters. This single view is important to monitor effectiveness and awareness of support programs and incidents trends.

The University implemented the disposal freeze on records highlighted by the State Records Office in relation to the Recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse.

Several projects involving the use of Robotic Process Automation technology to improve efficiency of information management processes were successfully undertaken.

Ongoing Records and Information Management Training

More than 1,400 staff completed the online information management awareness training in 2018. All staff are required to complete this training within two months of starting at Curtin, and are required to repeat the training after three years.

Regular training was made available to all staff on a variety of topics including ‘An Introduction to Managing Information’ and ‘Managing Information You are no Longer Using’, as well as how to use the Curtin Records and Information System and the Contracts and Agreements Register. Information sessions and educational tools were also provided on OneDrive for Business and the Information Security Classification Policy.

Information and awareness raising activities in relation to Privacy and Freedom of Information responsibilities were provided to staff.

Feedback is sought from attendees and all training is reviewed regularly. Alternative delivery formats for providing education and awareness were explored in 2018.

RISK MANAGEMENT

Curtin’s Risk Management Framework consists of the Risk Management Policy, Risk Management Procedures and Risk Reference Tables that specify the University’s Risk Appetite set by Council. Risk aware behaviours are integrated within Curtin’s values and signature behaviours under the Value of Integrity. Integrity at Curtin is to act ethically, honestly and with fairness and the relevant risk aware behaviours include:

- Engender trust through openness, honesty and consistency
- This captures the obligation to continuously disclose risks and matters of concern
- Lead by example and act with due care
- Leaders, immediate line managers and senior leaders shape the risk culture
- Make informed decisions and be accountable for outcomes
- Informed risk aware decisions demonstrate prudence
- Accountability is also important for a sound risk culture.

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 commercially material and will be diluted in time through investment from third parties.

At 31 December 2018, the University had no subsidiaries.

VOLUNTARY CODE OF BEST PRACTICE FOR THE GOVERNANCE OF AUSTRALIAN UNIVERSITIES

At its meeting on 22 December 2018, Council adopted the revised Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. A compliance report for 2018 was noted by Council at its meeting on 20 March 2019. The University complies with all 14 protocols.
CURTIN KEY STATISTICS

2014 2015 2016 2017 2018
STUDENT HEADCOUNT
Total Curtin Enrolments 60,762 59,942 58,217 56,662 56,699

CURTIN ENROLMENTS BY CATEGORY
Course Level
Postgraduate Research 2,409 2,424 2,409 2,353 2,225
Postgraduate Coursework 8,578 8,481 8,016 7,370 6,989
Undergraduate 46,992 46,086 44,721 44,778 45,104
Non-Award 3,818 3,920 4,022 2,988 3,094

Broad Field of Education
Agriculture, Environmental and Related Studies 212 208 208 222 225
Architecture and Building 2,366 2,316 2,330 2,368 2,296
Creative Arts 989 962 930 888 896
Education 4,532 4,323 4,272 4,590 4,819
Engineering and Related Technologies 6,968 6,997 6,978 6,502 6,081
Health 9,516 9,456 9,505 9,370 9,404
Information Technology 603 469 409 412 414
Management and Commerce 16,376 14,062 13,301 12,479 12,080
Natural and Physical Sciences 4,085 4,186 4,415 4,486 4,546
Society and Culture 18,156 17,855 16,896 16,210 16,797
Non-Award 902 847 803 854 739

DEMOGRAPHY AND EQUITY
Student Citizenship
Domestic Students 44,296 43,440 42,792 42,431 42,959
International Students studying in Australia 8,646 8,744 8,509 7,371 6,888
from : China (%) 30% 28% 25% 25% 25%
Malaysia (%) 12% 12% 12% 12% 12%
India (%) 4% 7% 12% 11% 10%
Singapore (%) 4% 4% 4% 5% 6%
Hong Kong (%) 3% 3% 4% 4% 5%
International Students studying outside Australia 7,831 7,746 6,910 6,850 6,848
from : Malaysia (%) 38% 40% 45% 46% 43%
Mauritius (%) 15% 17% 19% 20% 20%
Singapore (%) 18% 15% 11% 10% 11%
China (%) 4% 4% 4% 4% 5%
Sri Lanka (%) 1% 2% 3% 4% 3%

Gender
Female Students 34,635 33,593 32,555 31,620 31,848
Female Proportion 57% 56% 56% 56% 56%
Indigenous Australian Students 436 429 447 509 532
Low Socio-Economic Status (SES) Students 5,550 5,668 5,832 5,953 6,222

AWARD COMPLETIONS
Total Curtin Completions 10,919 10,835 11,025 10,406 9,553
Course Level
Postgraduate Research 299 294 307 347 310
Postgraduate Coursework 2,994 3,146 3,153 2,696 2,437
Undergraduate 7,626 7,395 7,565 7,363 6,806

STAFF (FULL-TIME EQUIVALENT) *
Total Curtin Staff 3,987 4,019 4,099 3,992 3,830

Work Function
Academic 1,831 1,841 1,883 1,829 1,752
Teaching 613 700 702 663 661
Research 361 426 491 504 476
Teaching and Research 720 623 610 594 555
Other 137 92 80 68 60
Professional 2,156 2,178 2,216 2,163 2,078

* Students who have multiple enrolments or a change of citizenship during the year are counted multiple times, therefore the sum of the categories does not necessarily equal the overall total enrolment. Includes students from all campuses.

* Staff figures are calculated as the full-time equivalent of continuing and fixed term staff captured as at 31 March, plus the full-time equivalent of casual staff as at 31 December. An estimate of casual staff is reported for 2018, while the prior year published in the 2017 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and Vill campus only.