

REPORT ON PERFORMANCE



STRATEGIC THEME 1: LEARNING AND STUDENT EXPERIENCE

Curtin will:

- deliver a seamless, responsive and innovative digital environment
- offer a distinctive student experience that focuses on leadership, industry linkages and global citizenship
- strengthen our postgraduate profile, responding to the changing nature of work and careers
- lead in curriculum design and new learning and teaching approaches
- be a university of choice for a diverse range of students, including high achievers and those from disadvantaged backgrounds.

ACHIEVEMENTS IN 2019

Delivering a seamless, responsive and innovative digital environment

- Curtin's partnership with the **global edX platform** continues to strengthen, with the University joining edX as a Contributing Charter member and more than 550,000 learners across the world now learning through Curtin's open access courses or MicroMasters. New in 2019 was the online Master in Marketing – the first full Master degree to be delivered through edX.
- In April, Curtin opened **Management HQ**, an interactive and high-tech simulated boardroom for the use of students across a broad range of management, entrepreneurial and innovation courses. The facility provides access to data from real-life companies, including news and commentary and organisational, financial and social data and allows students to see the outcomes of their decision-making in real time.
- The University's student management system, **Student One**, officially went live in the cloud in 2019 – a major development that enables 24/7 access to Student One on any device globally.
- Curtin piloted an **automated communication campaign** for more than 3,000 Open Universities Australia (OUA) students enrolled in their final study period (Study Period 4). The campaign is designed to nurture and engage students in their studies and encourage them through to completion.

Offering a distinctive student experience that focuses on leadership, industry linkages and global citizenship

- Curtin achieved **five-star ratings across five categories in the Good Universities Guide 2020**, released in 2019, for

teaching quality, overall experience, learning engagement, learning resources and starting salary.

- Curtin's new **Midland Campus** was opened in November, providing a clinical base for fourth and fifth-year Curtin Medical School students undertaking local hospital placements as well as providing training opportunities for nursing, allied health and pharmacy students. The purpose-built facility, which reflects an important connection to Wadjuk Nyungar people throughout its design, will also provide access to new higher education opportunities for the eastern metropolitan area.
- Twenty-three students graduated from the **John Curtin Leadership Academy**, the University's flagship leadership program in 2019, having completed a series of leadership development modules, led community projects and raised more than \$50,000 for the not-for-profit sector.
- **Seven New Colombo Plan scholarships** were awarded to Curtin students in 2019, providing an opportunity for undergraduate students to undertake semester-based study and internships within the Indo-Pacific region.
- Perth Modern School graduate **Orla Latawski** was the first recipient of the **Julia Gillard Women in Leadership Scholarship**, awarded in February. The scholarship supports academically gifted female students to develop as a leader in their chosen field.
- **Partnerships with Saracen, BHP, Ernst & Young, Optus and Cisco**, centred on collaborative teaching and learning offerings, progressed significantly during 2019.
- Curtin Law School's **Practical Legal Training program** was offered for the first time in 2019. On successful completion of the program, students will receive a Graduate Diploma in Legal Practice and be eligible for admission to practice in Western Australia. It is the first such program to be delivered by a Western Australian university.
- Curtin hosted the inaugural **Sporting Summit**, which focused on strengthening key partnerships (for example, with the Fremantle Football Club and Hockey Australia) including the development of sporting partnerships with the Western Australia Olympic Council.
- Curtin placed 100 graduates into employment through **Recruit Curtin**. Implemented in 2019, this is an enterprise-wide recruitment program for employers and students, covering internships through to graduate roles.



Strengthening our postgraduate profile, responding to the changing nature of work and careers

- Curtin further strengthened its presence in Perth's CBD in March with the **opening of 137 St Georges Terrace** – a focal point for industry-aligned programs for professionals, spanning short courses to postgraduate degrees.
- The number of **postgraduate course offerings through Open Universities Australia increased** in 2019, delivering a strong student enrolment result of approximately 1,541 students – a 23 per cent increase on 2018.
- A framework for implementation of **'stackable credentials'** (allowing individuals to build up qualifications over time to move them along a career pathway) has been developed, incorporating eight themes.

Leading in curriculum design and new learning and teaching approaches

- Curtin launched the new **Bachelor of Design** and approved the **Bachelor of Creative Arts** (to launch in first semester 2020), marking a new approach to creative arts disciplines at Curtin.
- **New course models** were approved and adopted in 2019: the Accelerated Bachelor Masters; streamlined majors that comprise the same number of units to enable student mobility; and the development of cross-disciplinary specialisations.
- Curtin's collaboration with **edX** and its continued active participation in the prestigious **J-WEL** (Abdul Latif Jameel World Education Lab, at Massachusetts Institute of Technology) has resulted in staff being upskilled in new learning and teaching approaches.
- Curtin introduced a new system for the administration and governance of global and collaborative programs including the introduction of a new study mode, **Inbound Exchange**, to support cross-campus transfers.

A university of choice for a diverse range of students, including high achievers and those from disadvantaged backgrounds

- In February 2019, the **Centre for Aboriginal Studies** held the first graduation ceremony dedicated to the centre's **enabling courses**. A total of 44 students graduated, including 15 Pre-Medicine and Health Sciences students and 29 Indigenous Tertiary Enabling Course students, representing a growth of more than 50 per cent since 2014.
- **Pathways for Indigenous students** without Australian Tertiary Admission Rank (ATAR) are now available for a wide range of courses in every faculty, with new enabling courses developed in Business and in Science set to commence in 2020.
- The **National Centre for Student Equity in Higher Education** has been based at Curtin since 2013, connecting research, policy and practice to improve higher education participation and success for marginalised and disadvantaged people. In 2019, funding for the Centre was renewed until 2021.
- In 2019, a total of **1,450 scholarships were offered**, providing opportunities for a diverse range of students including high achievers, students from regional and disadvantaged backgrounds and students in financial need to pursue their study ambitions.
- Curtin expanded the **Earn While You Learn Program** (casual/part-time employment opportunities on campus for students) to include a specific Aboriginal Placement Program. In 2019, there were 250 students (including 35 Aboriginal students) employed through the program.

LOOKING FORWARD

Beyond 2019, Curtin will continue to ensure it delivers the distinctive student experience that has made it a global university of choice for students from all backgrounds. We will do this through deep partnerships with significant industry partners, innovative education offerings that support the workforce of the future, and highly relevant co-curricular experiences that develop leadership, creativity and entrepreneurial skills.

REPORT ON PERFORMANCE (CONTINUED)

STRATEGIC THEME 2:
RESEARCH AND INNOVATION**Curtin will:**

- support, profile and build scale in key areas of research strength
- identify and enable areas of emerging research capability
- foster a strong performance culture for research, enhanced by analytics and targeted support programs
- improve our postgraduate research outcomes and establish an innovative Curtin PhD framework
- secure our position and deepen our capability in knowledge exchange and commercialisation.

ACHIEVEMENTS IN 2019 INCLUDE:*Supporting, profiling and building scale in key areas of research strength*

- Curtin has a number of large-scale research collaborations that have underpinned our research strengths in areas such as astrophysics and radio astronomy, drug research and epidemiology, crop disease management and applied economics. Four of these collaborations were renewed for 2019 and beyond:
 - Curtin, The University of Western Australia and the State Government of Western Australia signed on for the third iteration of the **International Centre for Radio Astronomy Research** program (ICRAR III), important precursor activity to the multinational Square Kilometre Array initiative.

- The Australian Government Department of Health has extended the core funding of the **National Drug Research Institute** until 30 June 2022. Curtin will receive \$6.48 million of federal funding over three years under the Alcohol and Other Drugs Research Centres funding stream.
- An extension to Curtin's funding agreement with the Grains Research and Development Corporation (GRDC) was approved in 2019, supporting the **Centre for Crop and Disease Management (CCDM)** with \$18 million funding over the next three years. Curtin will also receive \$1.5 million funding over three years from the GRDC to provide services for the Australian Fungicide Resistance Extension Network.

- Bankwest and Curtin renewed the **Bankwest Curtin Economics Centre (BCEC)** partnership for a further four years, enabling BCEC to continue to produce high-quality, independent research on key economic and social issues affecting Western Australian families, businesses and communities
- In 2019, ongoing success in national competitive grants saw eight Curtin-led research projects awarded funding of more than \$10.1 million in **National Health and Medical Research Council (NHMRC)** funding rounds including Investigator Grants, Ideas Grants and the Clinical Trials and Cohort Studies Grant scheme.
- Curtin was also successful in a **Medical Research Future Fund (MRFF) Million Minds Mental Health Research Mission grant**, being awarded \$2.4 million to improve the mental health and wellbeing of Aboriginal youth through collaboration with Aboriginal Elders.
- Curtin continued to build its track record of success in **Australian Research Council (ARC)** funding schemes. In 2019, Curtin had 16 successful proposals under **Discovery** funding schemes, with around \$8.2 million of funding awarded. This included four **ARC Future Fellowships** valued at \$3.3 million and a **Discovery Indigenous** award of almost \$1 million – the second successful proposal in this scheme in the last two years.
- **ARC Linkage Project** announcements are now continuous, with Curtin receiving notification of successful projects in 2019 totalling \$1.6 million.
- Curtin is also a participant in a number of new large-scale multi-institutional research programs supported by the ARC, including:
 - the **ARC Training Centre for Green Chemistry in Manufacturing** and the **ARC Training Centre for Integrated Operations for Complex Resources**, which together received \$7.3 million.
 - the **ARC Research Hub for Sustainable Crop Protection**, which received \$4.7 million
 - three new ARC Centres of Excellence that have each been awarded \$35 million of federal government funding over six years - **ARC Centre of Excellence for the Digital Child**, **Centre of Excellence for Enabling Eco-Efficient Beneficiation of Minerals** and the **Centre of Excellence in Synthetic Biology**.

Identifying and enabling areas of emerging research capability

- Curtin successfully led the application to establish a \$135 million **Future Battery Industries Cooperative Research Centre (CRC)**. The national collaboration of 58 industry, government and research partners will see the new CRC run for six years to address the changing environment of the battery industry and support future growth in the Australian economy.

REPORT ON PERFORMANCE (CONTINUED)



Curtin planetary scientist and NASA Mars InSight Mission researcher Dr Katarina Miljkovic was named the 2019 Western Australian Young Tall Poppy Scientist of the Year.

- Curtin is a founding participant in the **CRC for Smart Satellite Technologies and Analytics** (SmartSat CRC). Led by the University of South Australia and industry partner Nova Systems, the CRC will receive \$55 million in federal government funding.
- The federal government has committed \$10 million for the establishment of a new **Dementia Centre of Excellence** to be located at the Perth Campus. The centre will focus on improving the lives of people living with and at risk of dementia.
- International sustainable energy researcher **Dr Peter Klaus** has been awarded the **Forrest Research Foundation Fellowship** for outstanding early career researchers, and will join Curtin in 2020. As part of his Fellowship, Dr Klaus will develop emerging sustainable technology solutions to combat climate change.
- The Federal Government has committed \$50 million over the next 10 years to help **improve the lives of people with traumatic brain injuries of all severities**, from concussion in sports to severe brain injuries from road accidents. In order to leverage these funds, a parallel entity '**Vision TBI**' will be established and led by Professor Melinda Fitzgerald from the Curtin Health Innovation Research Institute, ensuring Curtin is at the forefront of this research program as it unfolds over the next 10 years.

Fostering a strong performance culture for research, enhanced by analytics and targeted support programs

- Curtin has established **Grant Success Panels** to help improve success rates in competitive grant schemes, with a particular focus on ARC and NHMRC grants. A set of metrics was developed during the year to measure the impact of these panels over the medium term.
- A framework and terms of reference were established for an **Early-Mid Career Researcher Network** to promote the development of all Curtin's early-mid career researchers and provide a discussion forum around shared issues.
- Workshops were delivered throughout the year to **assist researchers with the drafting of their research proposals and papers**, e.g. *Nature* masterclass.
- Targeted support was provided to help researchers to **collaborate with industry to deliver demand-driven research**, including workshops and a bespoke six-month course for selected participants.
- Curtin continues to provide **support packages for researchers who have been successful in nationally competitive fellowship programs**, to assist in the delivery of research projects and to help develop leadership skills.
- Curtin staff received a number of **prestigious research awards** in 2019, as detailed on pages 10 to 12.

Improving our postgraduate research outcomes and establishing an innovative Curtin PhD framework

- The **Master of Research pathway** was expanded, new courses added and the first international candidate accepted, following necessary approvals.
- A **Higher Degree by Research mobility plan** was implemented with eminent national and international institutions and laboratories, resulting in increased collaboration and high-quality journal outputs.
- A **scholarship program for domestic Higher Degree by Research students** was established, aligned with strategic research projects.

Securing our position and deepening our capability in knowledge exchange and commercialisation

- **Associate Professor Nina Tirnitz-Parker** and **Associate Professor Julian Heng** were named collaborators on a new \$150 million mission funded under the **Medical Research Future Fund**. The mission focuses on using stem cell research to find new ways to treat a range of conditions including congenital heart disease, blindness, stroke, dementia and kidney disease.
- Curtin became a founding partner in the **Defence Science Centre** (DSC), a collaboration between the federal government (Defence Science Technology Group), state government and the four public universities. Curtin was successful in leading two project proposals in the first round of funding for the DSC's collaborative research grants.
- **iCetana** was successfully listed on the Australian Stock Exchange in December 2019. iCetana (ASX: ICE) markets video security software that uses machine learning techniques developed at Curtin to highlight anomalous activities in a camera network.
- Curtin received a major innovation award during the year for its **Glyleach system** (an environmentally friendly metal extraction technique) and a commercialisation award for **HiSeis** (an innovative 3D minerals exploration technique).
- PhD candidate **Stefan Prandl** and **Professor Mihai Lazarescu** were awarded an **Accelerating Commercialisation grant** of \$174,000 to support commercial development and trialling of a cybersecurity system that is able to detect and prevent denial of service attacks.
- The successful **Curtin Ignition** program, an intensive training program for aspiring entrepreneurs, academics and corporate innovators to trial and then prepare business ideas for the commercial environment, expanded to Singapore in 2019.

LOOKING FORWARD

Curtin's rapidly rising international research reputation will be further strengthened by its continued close alignment with industry and its focus on research that translates to beneficial outcomes for the community, across a wide range of fields. More strongly embedding Curtin's research culture and performance at our new offshore campuses will also be a priority.

REPORT ON PERFORMANCE (CONTINUED)

STRATEGIC THEME 3:
ENGAGEMENT AND IMPACT

Curtin will:

- enrich our local and global communities through knowledge leadership and collaborative partnerships
- develop and pursue a clear and sustainable regional Western Australia strategy
- strengthen our profile as an industry-facing and industry-embedded university
- intensify alumni engagement, build advancement capability and increase philanthropic support
- strengthen our global reputation.

ACHIEVEMENTS IN 2019:

Enriching our local and global communities through knowledge leadership and collaborative partnerships

- Curtin's annual **Autism Open Day** brought together autism communities, local and international researchers and local service providers to exchange knowledge and experiences about living with autism, particularly ways of building on the strengths of individuals on the autism spectrum.

- The 20th **John Curtin Prime Ministerial Library Anniversary Lecture**, presented by respected Australian journalist **Kerry O'Brien**, provided a powerful and personal view of reconciliation, and speculated on how John Curtin would view the current political leadership in Australia and internationally.
- The **2019 Annual Human Rights Lecture** was presented by journalist, writer, filmmaker and refugee advocate **Behrouz Boochani**, who answered questions live from Manus Island, where he had been held since seeking asylum in Australia in 2013. His lecture focused on the refugee experience through the lens of human rights and politics.

- Further development of the **Nowanup Bush Campus** concept continued, with strong relationships between Curtin, Gondwana Link, Greening Australia and Nowanup Elders underpinning impactful cultural immersion experiences on country for staff and students.
- The annual **Rob Riley Memorial Lecture** was presented by lawyer and human rights advocate, **Teela Reid**. Teela, a Wiradjuri and Wailwan woman, was a facilitator in the landmark Constitutional Dialogues on Indigenous Recognition that culminated in the Uluru Statement From The Heart.
- Curtin's **Reconciliation Action Plan 2018-2020**, endorsed by Reconciliation Australia at the highest Elevate level, was launched to the external community. The plan outlines Curtin's leadership in its commitment and contribution to reconciliation. The University also joined other organisations with Elevate RAPs to publicly endorse the Uluru Statement from the Heart.
- Curtin hosted the launch of *Moving Pictures*, a **cross-disciplinary initiative with the National Ageing Research Institute** that produced 15 short films to assist people from culturally and linguistically diverse backgrounds to identify and deal with dementia.
- More than 497 student volunteers participated in the **John Curtin Weekend**, Curtin's largest community project, run over six weekends. Students assisted regional and metropolitan communities in WA, Malaysia and Singapore to complete projects important to the life of their communities.

Developing and pursuing a clear and sustainable regional Western Australia strategy

- The Centre for Aboriginal Studies commenced delivery of the **Indigenous Tertiary Enabling Course in Geraldton** in second semester 2019.
- A **Memorandum of Understanding** was signed with **Carey Mining and the Australian Aboriginal Mining Academy**, paving the way for collaboration to advance education and employment opportunities for Aboriginal people in services that support the resources sector.
- Curtin's successful bid for funding through the Department of Health's Rural Health Multidisciplinary Training program will see the establishment of a **Rural Clinical Training Facility** at the Kalgoorlie Campus. It will support Curtin's medical students and nursing and allied health students.
- Curtin secured \$1.8 million in scholarships funding under the **Destination Australia** program to support domestic and international students studying at Curtin's Kalgoorlie Campus. The Destination Australia Scholarship program forms part of the federal government's migration plan.
- Curtin re-established a relationship with the **Muresk Institute**, developing and delivering the new Associate Degree in Agribusiness from 2019 which, along with the Indigenous Tertiary Enabling Course, is also being offered through the Geraldton Universities Centre.

REPORT ON PERFORMANCE (CONTINUED)

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

- Curtin's new city venue at **137 Curtin St Georges Terrace**, opened in July, will help the University to further strengthen its collaborations and engagement with industry and the corporate sector.
- Throughout the year, Curtin continued to support key industry events including its ongoing partnership with CEDA and Seven West Media through the **Leadership Matters** breakfast series. Curtin also supported the new **Resources Technology Showcase** event held in November, alongside the WA resources industry.

Intensifying alumni engagement, building advancement capability and increasing philanthropic support

- **More than 69,000 alumni engaged with Curtin** in 2019, attending events, volunteering, through electronic communications and by providing testimonials and stories. A bi-monthly newsletter was sent to more than 113,000 graduates around the world.
- The **Alumni Innovator Series** showcased the successes and insights of Curtin's most innovative alumni via public talks, panel discussions, short feature videos, newsletter profiles and articles.
- Curtin graduate Dr Tracy Westerman partnered with the University to create the **Dr Tracy Westerman Aboriginal Psychology Scholarship Program**, personally donating \$50,000 to launch the initiative. The scholarship aims to

support more Aboriginal young people to pursue a career in psychology and help overturn the alarmingly high rates of suicide in Indigenous communities. Dr Westerman, who was named the Australian of the Year (WA) in 2018, was the first Aboriginal person to complete a combined Master/PhD in Clinical Psychology.

- Curtin held two significant alumni events in China in March: the 15th anniversary celebration of its partnership with **Nanjing Audit University** and its first alumni event in the historic city of **Guangzhou**.
- The **John Curtin Gallery Founders' Club** initiative exceeded its initial membership target and is providing an ongoing source of funds to the Gallery to support expanded activities.
- The **2019 Alumni Annual Appeal** exceeded the year's target of \$70,000, with more than \$100,000 raised (\$87,000 in gifts plus a \$15,000 physiotherapy scholarship pledge). This is the third year of the appeal, which ran for 10 weeks and collected more than 750 gifts.
- A special event was held to recognise the generous support of staff donors to the **Give to Change** program in 2019. Staff members have donated more than \$850,000 to the program since its inception in 2012, which has funded a range of initiatives from student scholarships to research projects.
- At the sixth annual **Alumni Achievement Awards** in October, **Ms Carrie Bickmore OAM** received the **Lifetime Achievement Award**. A total of 13 alumni received awards across seven categories.

- **Philanthropic gifts** to the Curtin University Foundation in 2019 totalled just over \$3.4 million.
- Curtin appointed a new **Chief Advancement Officer** to drive its ambitious advancement program. **Tim McInnis**, who was previously Head of Development at the Telethon Kids Institute, joined the University in December.

Strengthening our global reputation

- The **international media strategy** supports the University's vision of becoming a leading global university focusing on research. The Curtin Media Team issued 108 media releases internationally during 2019 to Malaysia, China, Canada, US, UK, India, Singapore and Africa among other key locations. International media coverage for the University totalled more than 3,100 items. Online news had the highest volume of coverage internationally with 2,848 items.
- Part of the **Herbert Mayer Collection of Carrolup Artwork**, featuring artworks created by Aboriginal children of the Stolen Generations in the 1940s, was exhibited at Colgate University in the United States as part of a special exhibition to mark Colgate's 200th anniversary. Curtin's Vice-Chancellor led a delegation of key staff and Nyungar Elders to the US to share the story of the artwork and its significance to Nyungar culture. Curtin was granted custodianship of the important collection in 2013, via its John Curtin Gallery.

LOOKING FORWARD

With the growth of Curtin's city presence and the opening of the Midland Campus, the University will significantly increase its engagement with government, industry and corporate partners on both research and teaching projects. Curtin will also continue to expand its regional education presence and offerings and will continue to build a stronger philanthropic culture within and around the University to help amplify its impact within the community.



Curtin graduate Dr Tracy Westerman (third from left) with the first five recipients of the Dr Tracy Westerman Aboriginal Psychology Scholarship.

REPORT ON PERFORMANCE (CONTINUED)



STRATEGIC THEME 4: PEOPLE AND CULTURE



Winners of the 2019 VC's Excellence Awards for Professional Staff, pictured with the Vice-Chancellor.

Curtin will:

- create a global, collaborative and connected workforce
- empower staff at all levels to lead, innovate and strive for excellence
- strengthen values-based leadership
- improve gender and Indigenous equity.

ACHIEVEMENTS IN 2019:

Creating a global, collaborative and connected workforce

- With new campuses in Mauritius and Dubai doubling the number of Curtin's global campuses in recent years, the University continued to promote a 'One Curtin' approach in the way it manages its people and culture. For example, academic and professional staff across all Curtin campuses were included in the annual 'Ngalla Waangi' (Our Voice) staff survey in 2019 and global staff representatives participated in the University's annual Senior Leaders Conference.
- As part of its strategic global partnership with Aberdeen University, a popular **staff mobility scheme** saw five Curtin staff engage in a program of activity at Aberdeen and five Aberdeen staff do the same at Curtin in 2019..

Empowering staff at all levels to lead, innovate and strive for excellence

- A **Staff Learning project** commenced in 2019 to enhance the capability of the University's workforce and improve productivity and internal service delivery. The initial focus is on improving collaboration across the University to identify and develop shared learning opportunities.
- Curtin's commitment to invest in and develop human capital saw a highly successful **mentoring program** conducted in 2019, with in excess of 200 staff actively engaged. The program allowed individuals to build their capabilities through creating and leveraging collaborative relationships across the University.
- Curtin implemented new performance management processes in 2019. An **Academic Capability Framework (ACF)** was launched following an extensive consultation process with staff. The ACF outlines expectations for capabilities and achievements at an individual level, aligned to the University's Strategic Plan. It serves as an institutional guide to attaining excellence across all academic roles and will be used for reviewing performance, supporting career development, and decision-making in respect of appointments, confirmation, promotion and recognition.
- Coupled with the ACF, an **Academic Performance and Career Planning** process was launched for all continuing and fixed-term academic staff. Conversations undertaken by academic leaders and their staff across the University are captured to foster planning and recognition across research, teaching

and engagement aligned to the new ACF. The digital tools developed are applicable for both academic and professional staff.

- The annual **Vice-Chancellor's Excellence Awards for Professional Staff** attracted the highest ever number of team and individual nominations: a total of 54 nominations were received, recognising 203 individual staff. The 2019 awards saw the launch of a new category recognising Excellence in Reconciliation, with six outstanding nominations presented.
- Curtin's **Provost Fellows program** commenced, supporting the accelerated development of high-potential academic staff. The program, which requires participants to focus on a strategic project, saw Professor Helen Hodgson from the Faculty of Business and Law working on career-break management and Professor Reena Tiwari from the Faculty of Humanities researching academic career strategies for Aboriginal and Torres Strait Islanders.

Strengthening our values-based leadership

- Curtin's sustained efforts to strengthen its culture through staff engagement and wellbeing saw staff across all campuses participate in a new **Ngalla Waangi (Our Voice) survey**. Sixty-four per cent of staff across our WA campuses completed the survey. A number of comparative insights made possible by previously used instruments reflected positive growth in areas of *Pride at working at Curtin*, *Feeling Valued* and *Health and Safety*. Similar themes emerged at Curtin's offshore campuses.
- A **holistic staff and student mental health and wellbeing strategy** was developed in 2019 based on our Future of Work Institute's highly successful **Thrive at Work** framework. The strategy aims to positively impact the wellbeing of our people by considering the broad work, study and personal factors impacting on physical and mental health. The framework has also been used to inform components of local-level planning in response to Our Voice results, which reflected staff wellbeing as an opportunity for improvement.

Improving gender and Indigenous equity

- In 2019, a second cohort of 24 female academics from across all faculties completed the successful **Trajectory Program**. Two new cohort-based career and leadership development initiatives – the Senior Female Research Trajectory Program and the Program for Early Academic Careers – were launched. Each program has a cohort of about 25 participants and will be completed in April 2020.
- **Gender Equity and Diversity Working Groups** have been strengthened in each of Curtin's faculties and now report to Faculty Boards, the chairpersons of which are represented on the University's Athena SWAN Steering Group, which promotes collaboration in gender equity across our University.
- **Significant improvements to our academic and leadership recruitment practices** have included the implementation of proactive searches to identify a broader pool of female

applicants for academic vacancies. The initiative has complemented a focus on minimising gender bias in recruitment through systems, processes and procedures designed to support hiring managers.

- **Athena SWAN** benchmarking activities have commenced through our partnership with the **University of Aberdeen**, with both universities sharing areas of good practice and successful initiatives undertaken in the pursuit of gender equity.
- A collaboration with the **Centre for Stories**, an inclusive literary arts and cultural organisation in Perth, supported a cohort of female academics to tell their compelling career stories, with a series of vignettes now showcasing Curtin's STEM stars of the future. These stories are intended to inspire and motivate females to become involved in STEM disciplines and remove some of the psychological barriers that currently exist.
- Curtin was awarded Silver Recognition and ranked in the **Top 5 Universities for LGBTIQ+ inclusion** nationwide at the Australian LGBTIQ+ Inclusion Awards.
- Curtin was named an **Employer of Choice for Gender Equality** by the Workplace Gender Equality Agency for the fifth consecutive year, in recognition of the University's commitment to diversity and promoting equity and inclusion.
- Curtin continued to progress equity outcomes in 2019, including our focus on Aboriginal employment through the University's **Employment and Engagement Strategy to increase Aboriginal participation**. An overall target of 160 Aboriginal staff for 2019 reflected a significant increase on 2018 and an increased effort resulting in 156 people being engaged.
- The Curtin Institute of Radio Astronomy was awarded a **Silver Pleiades Award**. Coordinated by the Inclusion, Diversity and Equity in Astronomy (IDEA) Chapter of the Astronomical Society of Australia, the awards recognise commitment to inclusion, diversity and equity in astronomy.
- Curtin co-designed and hosted the **2019 National Reconciliation Action Plan Conference: Walking Together, Working Together**, held in Perth in October 2019. In excess of 450 delegates from across the country attended, with approximately half the delegates visiting from the eastern states.

LOOKING FORWARD

Future efforts will concentrate on the insights and analytics required to make better planning decisions about the composition of our future workforce and the leadership and professional capability of our people and their experience as lifelong learners. Work will commence on the University's next Reconciliation Action Plan and there will be an increased focus on gender equity and the interventions required to ensure the wellbeing of staff.

REPORT ON PERFORMANCE (CONTINUED)

STRATEGIC THEME 5:
GLOBAL POSITIONING

Curtin Mauritius completed its first year of operation in 2019. During the year, it hosted a workshop for the Curtin Open Knowledge Initiative, exploring how universities can work with local and global communities in the production of knowledge.

Curtin will:

- expand our global presence through strategic international partnerships, alliances and integrated campuses
- grow global demand for our courses and strengthen international research collaborations
- support a worldwide network of alumni
- leverage our global presence to provide enhanced learning experiences for our students and developmental opportunities for our staff.

ACHIEVEMENTS IN 2019

Expanding our global presence through strategic international partnerships, alliances and integrated campuses

- Curtin continues to **expand its global presence in the Indian Ocean Rim**, with campuses now established in Western Australia, Malaysia, Singapore, Dubai and Mauritius. The strategic positioning of each of the global campuses provides the University an opportunity to fully engage in a region with distinctive economic, political and environmental benefits, and that provides a foundation for better engagement with partners and for direct student recruitment from China, South Asia, Africa and the greater ASEAN region.

- Each of Curtin's global campuses continues to **grow in student numbers and course offerings**. The number of students enrolled in a Curtin program at one of the four global campuses grew two-and-a-half per cent in 2019, with nearly 7,000 students now enrolled offshore. In 2019, significant work was completed to ensure each global campus has a research strategy that aligns with Curtin's overall research strategy.
- Curtin has further developed opportunities for growth in Sri Lanka, in conjunction with longstanding partner, the **Sri Lanka Institute of Information Technology (SLIIT)**. The 17-year partnership between SLIIT and Curtin has had consistent student enrolment and a high level of academic quality which will facilitate Curtin's progression towards offering full programs in Sri Lanka in 2021, moving away from the current articulated program model.
- Curtin continues to develop **strong relationships in China**, with increased partner engagement leading to new opportunities across faculties to build pathways to Curtin degrees. In 2019, the number of students articulating to Curtin Perth from our strategic partners grew by five per cent (297 students), with income from these channels for the first time worth more than \$30 million per year to Curtin. The University now provides the English Language Bridging program in four strategic locations in China, with 202 students currently enrolled who are likely to transfer to Curtin in 2020. The proposed development of a **Joint Institute of Energy Engineering** with the **Shanghai University of Electric Power**, to be based in Shanghai, also continued to progress in 2019.

REPORT ON PERFORMANCE (CONTINUED)

- Curtin has identified and commenced negotiations with a select number of potential partners in South-East Asia (Vietnam and Cambodia) and South Asia (Sri Lanka) to deliver **Curtin Foundation programs**. These new programs will grow Curtin's market share of undergraduate students and enhance our reputation in the ASEAN region. The Foundation program will allow students who previously might not have met Curtin's academic entry requirements the opportunity to complete the preparation program in their home country, and then commence an undergraduate course at any of Curtin's global campuses. It is expected these new Foundation pathways will commence operation in 2020.
- Curtin's alliance with the **University of Aberdeen** continues to deliver many meaningful outcomes for both universities. The **Collaborative PhD program** now has 36 students enrolled across all university faculties. Staff from Curtin and Aberdeen have spent time at each campus as part of the staff mobility initiative which has resulted in joint projects between academic staff and benchmarking of best practice between the universities.
- The Western Australia East Java University Consortium (WAEJUC), of which Curtin is a part, was a **finalist in the WA Export Awards** for its achievements. In 2019, examples of WAEJUC's achievements included the WAEJUC Scholarships, inbound and outbound mobility, WAEJUC Research Training Program and the WAEJUC Professional Development Program.

Growing global demand for our courses and strengthening international research collaborations

- In 2019, Curtin **exceeded its targets for onshore international commencements** by four per cent – the first time since 2016. This increase of seven per cent from 2018 can largely be attributed to the University's optimal risk rating to attract high-quality students globally, and a range of strategies including implementation of customer-centric enquiry, admissions and conversion strategies and processes; investment into digital and strategic lead generation activities; and stakeholder management and training to mitigate risk of visa refusals.
- The number of **international sponsored students** admitted in 2019 grew by seven per cent (498). Seventy-five of these students were Australia Awards recipients.
- A Memorandum of Understanding was signed with **Saudi Aramco** which will see more than 30 students per year enrol in undergraduate programs at Curtin, primarily in the fields of science and engineering. These students will be fully funded by Saudi Aramco.
- Continuous efforts to build research collaborations in India has seen 50 collaborative PhD students studying in six **Indian Institutes of Technology** locations in India.
- Curtin has made concerted efforts to leverage **Australian Technology Network, E9 and TU9 collaborations**, building on current partnership successes and expanding and aligning opportunities with the University's research strengths.

Supporting a worldwide network of alumni

- **Curtin International** and the **Alumni and Community Relations** teams continued to engage with and support global alumni events, networks and initiatives. Among key events in 2019 were: an inaugural alumni event at Sri Lanka Institute of Information Technology; an Alumni Graduation Ball in Sarawak; Curtin Malaysia 20th Anniversary celebrations in Sarawak and Kuala Lumpur; a Mauritius alumni event; and alumni events in Nanjing and Guangzhou, China. Curtin Singapore was also assisted with the promotion and registration for two Thought Leaders Series events, an ASEAN lecture, and the AIF (Australian Imperial Force) Malaya Nursing Scholarship plaque unveiling

Leveraging our global presence to provide enhanced learning experiences for our students and staff

- Curtin has had record success in the **New Colombo Plan 2020 Round**, securing more than \$1 million for 27 new student mobility projects. Twelve of these projects were granted as Multi Year continuing projects, providing additional funding of nearly \$2 million over 2021 and 2022, amounting to a total funding package of some \$3 million and almost 600 students. This puts Curtin in second place in Australia for funding received.
- Seven students were awarded prestigious **New Colombo Plan Scholarships**. These students will undertake a semester exchange experience at a range of leading universities, including in China and Singapore, followed by an internship arranged with international industry partnerships with the Department of Foreign Affairs and Trade. Bachelor of Health Sciences student **Matthew Harris** was the first Indigenous student from Curtin to be named a **New Colombo Plan Fellow**.
- Substantial work was undertaken in 2019 to develop a **Global Mobility Strategy**, designed to leverage all Curtin campuses and enhance global mobility opportunities for staff and students. The strategy focuses on embedding a University-wide culture that embraces, supports and celebrates international study opportunities at every level.
- The first **Indigenous cultural exchange** cohort of Perth Campus students visited Curtin Malaysia and First Nations communities in Malaysia, funded by the New Colombo Plan. The success of the study tour has opened pathways and connections for discussions on a reverse exchange of Indigenous students from Curtin Malaysia to Curtin Perth.

LOOKING FORWARD

Curtin will continue to strengthen its international competitiveness in 2019 and grow international enrolments. We will continue to work towards a joint institute in China and explore opportunities to deepen links in Sri Lanka, Indonesia and North America. Strengthening the Curtin-Aberdeen Global Energy Institute will be another area of focus. We will also develop targets and support programs for student mobility, with a particular focus on the New Colombo Plan.



New Colombo Plan Scholars

REPORT ON PERFORMANCE (CONTINUED)



An artist's impression of the TL Robertson Library upgrade and expansion.


**STRATEGIC THEME 6:
SUSTAINABLE FUTURE**
Curtin will:

- ensure a sustainable business model, diversifying our revenue base and aligning resource allocation with strategy
- pursue operational effectiveness and efficiency to position us for future success
- provide capital and digital infrastructure that supports our strategic ambitions across all campuses and platforms
- embrace the benefits of change and foster a culture of continuous improvement.

ACHIEVEMENTS IN 2019:*Ensuring a sustainable business model, diversifying our revenue base and aligning resource allocation with strategy*

- Curtin is responding to the shifting higher education market – including increased student demand for more flexible and non-traditional education formats and emerging competition from international and non-higher education sector providers – by **increasing investment in new products and delivery platforms.**

- Curtin is **pursuing emerging markets for different online courses and short courses** with 'stackable credentials'. Online avenues are being pursued through the internationally focused **edX** platform established by Harvard and MIT.
- **Open Universities Australia (OUA)** continues to be an important platform for the Curtin product as is Curtin's own online platform. While revenue streams are long established for OUA (**2019 saw an increase in students of approximately seven per cent on 2018**), other online activities are still in their early stages of capturing revenue opportunities.
- The **2019 opening of 137 St Georges Terrace, Perth** as a base for the delivery of short courses, professional education and greater connection to business is seeing this facility well utilised and a focal point for developing further activities in the CBD.
- Curtin continues to build its offshore campus locations as part of a revenue diversification strategy and to provide students with a global outlook and study opportunities. The **Curtin Mauritius** Campus was operational for its first full year in 2019, with 1,573 students studying Curtin programs during the year.

Pursuing operational effectiveness and efficiency to position us for future success

- The capping of Commonwealth funding of domestic students is impacting on Curtin's capacity to grow and fund its strategic objectives. A **focus on cost management** is underway to keep costs in line with revenue.
- With revenue from international students forming an important part of Curtin's revenue the University **invested in improving its international student numbers in 2019**. Prospects for increasing international student numbers have further improved through government initiatives to increase the availability of post-study work rights for international students in Western Australia.
- Curtin's **student accommodation services were outsourced** during the year to provide scale, additional expertise and cost management to student accommodation activities. In addition, Curtin finalised the contracts for the funding, construction and operation of new student accommodation, a hotel, apartments and other activities on campus (as part of the Curtin Exchange development) through a 35-year private public partnership arrangement. This enables Curtin to access the benefits of having additional student accommodation on campus without the expense of funding and construction.

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

- Curtin has a significant capital expenditure program underway to support both teaching and research activities. Construction has commenced on the new \$120 million facilities for the **School of Design and Built Environment** and planning is in its final stages for an \$80 million renovation and expansion of the **TL Robertson Library**.
- An installation of new **'software defined networking'** has been installed across Curtin's Perth Campus, providing the University with new capabilities in effectively managing networks with the benefit of the learning capabilities of the network itself.
- In 2019, Curtin upgraded **cybersecurity prevention and detection capabilities**, which has seen a significant improvement in understanding and detecting risks as they happen.
- **Upgrades to classroom technology** to support the learning needs of students either on campus or off campus are continuing.
- Information from classroom technology is now available to analyse how classrooms are being utilised. **Analytics are now informing more efficient scheduling of facilities** to match needs and classroom capabilities.
- A **'smart' parking solution** has been implemented across Curtin Perth's 6,500 car bays to identify which bays are available at any point in time. The system will become operational in early 2020.

- Curtin's core student and finance systems have moved from on-premise applications to a **cloud-based environment**, which improves scalability, access to mobile applications and easy maintenance and upgrades. A similar change to research systems is being evaluated.

Embracing the benefits of change and fostering a culture of continuous improvement

- Curtin continued to use the national university **Uniform benchmarking exercise** in 2019 to identify areas where efficiency and effectiveness can be improved.
- With the implementation of new modules in student systems, **significant improvements to processes** have been designed and will be progressively implemented.
- Ongoing investment in **business intelligence tools** has improved management capability to analyse data and introduce various initiatives to improve performance and outcomes.
- Showcasing the University's commitment to sustainable building design, the 137 St Georges Terrace premises has received a **6 Star Green Star – Interiors certification**, the highest sustainability rating for interior fit-outs.
- Similarly, the new School of Design and Built Environment building is targeting a **6-Star Green Star Design & As Built sustainability rating**, including features such as a double façade system and thermochromic glazing to reduce heat, rainwater harvesting, water efficient fixtures and fittings and solar photovoltaic panels.

LOOKING FORWARD

In a challenging and changing environment, Curtin is pursuing its global strategy but seeking strong engagement with the Western Australian Government and university and industry partners as it does so. While disruption comes with risks, opportunities present themselves. Curtin will continue to anticipate changes to its operational landscape, at the same time as embedding a strong focus on sustainability across our campuses and our major areas of activity.



An artist's impression of the new School of Design and Built Environment being constructed at the northern end of the Perth Campus.

REPORT ON OPERATIONS

GOVERNANCE OF THE UNIVERSITY

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

Council met on eight occasions in 2019 (seven regular meetings and one special meeting), including one meeting held at Kalgoorlie. A Council Retreat was conducted on 23 November 2019 on the strategic positioning of the University.

An external review of the performance of Council and its committees was conducted by Emeritus Professor Geoffrey Kiel. A report on the review was considered by Council at its meeting on 16 October 2019.

Key governance-related matters considered by Council in 2019 included:

- approval of the following:
 - priorities, KPIs, measures and targets for assessing the University's performance in 2019
 - Annual Report for 2018
 - contractual arrangements for Greater Curtin Stage One (Curtin Exchange Precinct)
 - budget for 2020
 - revised Finance Committee constitution
 - Academic Freedom and Freedom of Speech Policy
 - revised Investment and Treasury Management Policy
 - various honorary awards
 - Replacement Statute No. 14 – Curtin University Foundation
 - Replacement Statute No 21 – Academic Board
 - Replacement Statute No 11 – Library
 - Academic Board Constitution Rules
 - Library Rules.
- noting reports on the following:
 - University's performance against key performance indicators, measures and targets identified in the Strategic Plan 2017-2020
 - process for the development of the Curtin Strategic Plan 2021 – 2025
 - strategic risk and risk appetite
 - report on International Education Health Check
 - Academic Assurance Statement
 - retention trends and issues
 - IT strategy
 - operations of the Kalgoorlie Campus in 2018
 - performance of the Curtin University Foundation in 2018
 - financial management
 - investment performance
 - strategic investment principles
 - health, safety and emergency management
 - integrity and standards
 - internal audit reports
 - 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 2019 as part of Council's meeting program. These included:

- 2019 priorities and KPIs, measures and targets
- health and safety duties and responsibilities
- global positioning
- learning and student experience
- science and engineering
- research
- philanthropy and advancement.

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

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

The Academic Board is also a committee of Council and forms part of the overall governance framework of the University. The Academic Board is responsible to Council for helping to ensure the academic quality and integrity of the University's operations as an academic institution. The academic governance arrangements at the University were externally reviewed in 2018 and recommendations arising from the review were implemented in 2019.

Given the outcomes of the review, from 2020 the Academic Board will be assisted in the performance of its responsibilities by the following sub- committees:

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

REPORT ON OPERATIONS (CONTINUED)

MEMBERS OF COUNCIL FOR 2019

Members appointed by Governor	Commenced	Terminated	Due to expire
Ms Elisa Fear BCom (UWA) MBA (Cranfield) GAICD	1/4/2018	Current	31/3/2021
Mr Damian Gordon BCom (Curtin) Grad Dip (FinSIA) FCA SF Fin MAICD	1/4/2018	Current	31/3/2021
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)	1/4/2016 1/4/2013 20/4/2010	31/3/2019 31/5/2016 31/3/2013	
Mr Michael Lundberg LLB (UWA) BCom (UWA)	28/5/2019	Current	27/5/2022
Member who is the Vice-Chancellor	Commenced	Terminated	Due to expire
Professor Deborah Terry AO BA (ANU) PhD (ANU) FASSA FAPS	17/2/2014	Current	Ex-officio
Members elected by academic staff	Commenced	Terminated	Due to expire
Professor Glenda Scully BCom (Melb) MAcc (UWA) PhD (UWA) FCA	1/4/2019 1/4/2016 1/4/2013	Current 31/3/19 31/3/2016	31/3/2022
Member elected by salaried (general) staff	Commenced	Terminated	Due to expire
Mr Andrew McLean BA(Hons)(Curtin) AFATEM GAICD	18/6/2016	17/6/2019	
Ms Catherine Clark BA (Murdoch) Grad Cert Public Health (UWA), MInfoMgmt (Curtin)	18/6/2019	Current	17/6/2022
Members elected by students	Commenced	Terminated	Due to expire
Ms Romana-Rea Begicevic (postgraduate)	1/4/2019 1/4/2018	Current 31/3/2019	31/3/2020
Ms Finlay Nolan (undergraduate)	1/4/2018	31/3/2019	
Mr Chris Hall (undergraduate)	1/4/2019	Current	31/3/2020

Co-opted Members	Commenced	Terminated	Due to expire
Dr Terry Agnew BE (Adel) MSc (UWA) MBA (UniSA) AMP (Harvard) HonDUniv (Curtin) FAICD FAIM SF Fin MAIE	1/1/2019	Current	31/12/2021
Dr Andrew Crane (Appointed Chancellor from 1/01/2019) BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2018	Current	31/3/2021
		Previously appointed by the Governor 1/4/2015 - 31/3/2018	
Dr Vanessa Guthrie BSc(hons) (UNE) PhD (UTAS) Grad Dip (AGSM) Grad Dip (UWA) HonDSc (Curtin) FTSE MAICD	1/4/2017	Current	31/3/2020
Mr Steve Scudamore BA Hons MA (Oxon) FCA SF Fin FAICD	1/4/2017 1/4/2014 1/4/2011	Current 31/3/2017 31/3/2014	31/3/2020
Ms Sue Wilson (Appointed Pro Chancellor from 1/4/2015) BJuris LLB (UWA) FAICD FGIA	4/3/2017	Current	3/3/2020
		Previously nominated by the Minister 3/5/2016 - 3/3/2017 3/5/2013 - 2/5/2016	
Chairperson of the Academic Board	Commenced	Terminated	Due to expire
Professor Dale Pinto PhD (Melb) M Tax (Hons) (Sydney) CPA FTIA AFAIM FTMA MAICD	1/04/2018	Current	31/3/2020

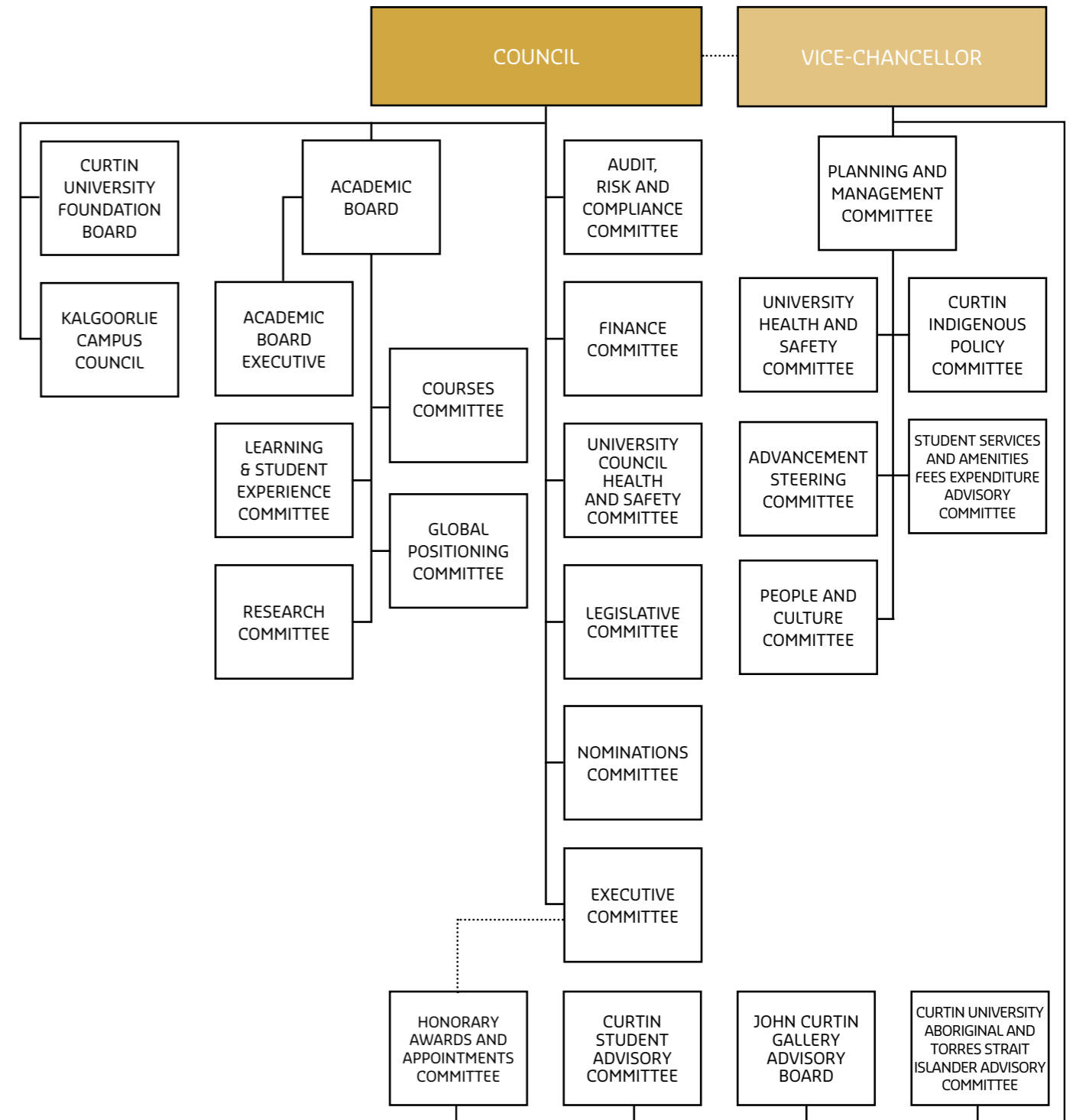
REPORT ON OPERATIONS (CONTINUED)



MEMBERS OF COUNCIL (AS AT 2 DECEMBER 2019)

From left to right: Chris Hall, Professor Dale Pinto, Steve Scudamore, Catherine Clark, Dr Terry Agnew, Sue Wilson (Pro Chancellor), Dr Andrew Crane (Chancellor), Professor Deborah Terry (Vice-Chancellor), Dr Vanessa Guthrie, Damian Gordon, Professor Glenda Scully, Michael Lundberg, Elisa Fear
 Absent: Romana-Rea Begicevic

CURTIN GOVERNANCE STRUCTURE (AS AT 1 JANUARY 2020)

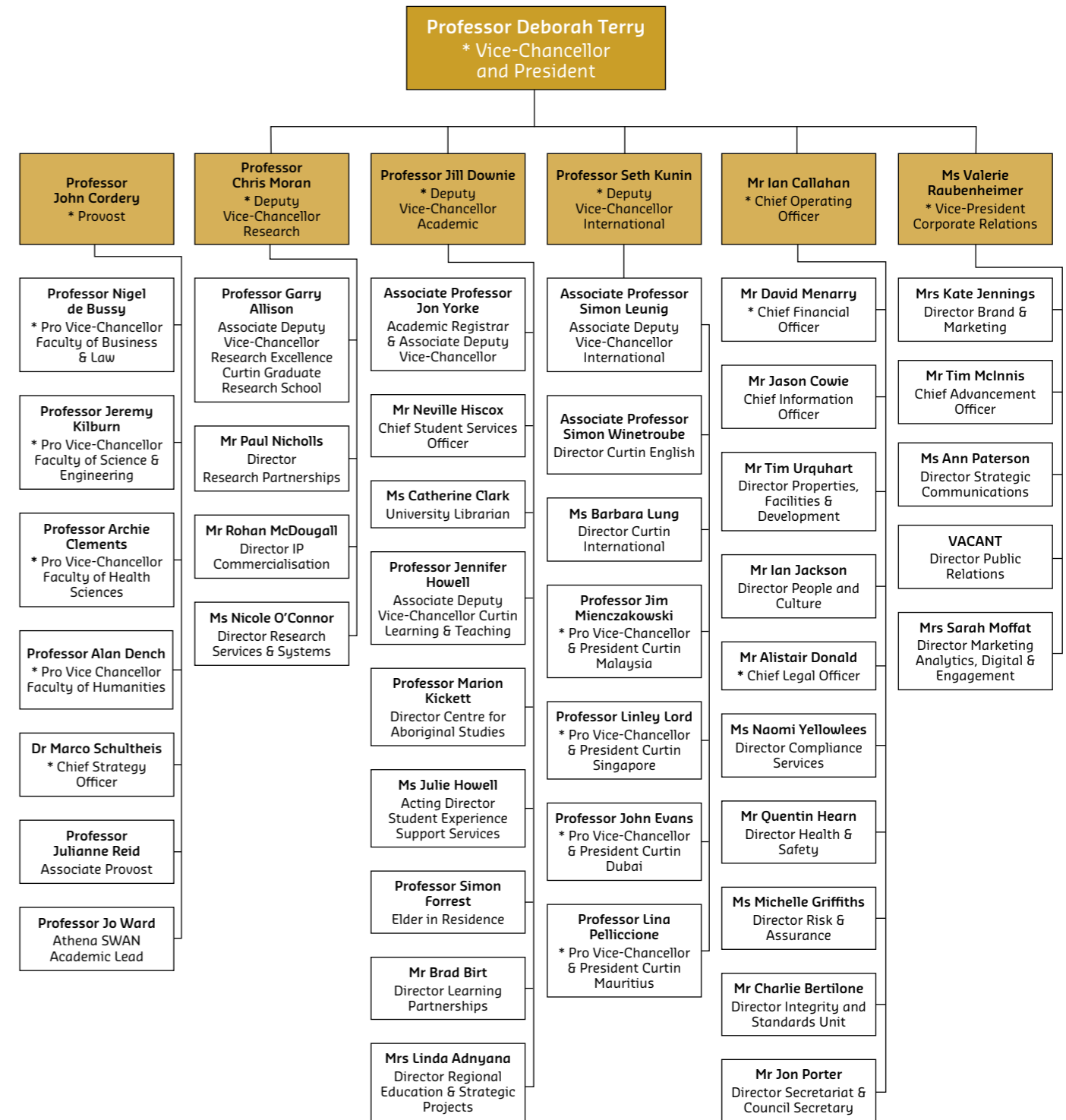


REPORT ON OPERATIONS (CONTINUED)

SENIOR OFFICERS

Vice-Chancellor	Professor Deborah Terry
Provost	Professor John Cordery
Deputy Vice-Chancellor, International	Professor Seth Kunin
Deputy Vice-Chancellor, Research	Professor Chris Moran
Deputy Vice-Chancellor, Academic	Professor Jill Downie
Chief Operating Officer	Mr Ian Callahan
Vice-President, Corporate Relations	Ms Valerie Raubenheimer
Pro Vice-Chancellor, Business and Law	Professor Nigel de Bussy
Pro Vice-Chancellor, Health Sciences	Professor Archie Clements
Pro Vice-Chancellor, Humanities	Professor Alan Dench
Pro Vice-Chancellor, Science and Engineering	Professor Jeremy Kilburn
Pro Vice-Chancellor & President, Curtin Sarawak	Professor James Mienczakowski
Pro Vice-Chancellor & President, Curtin Singapore	Professor Linley Lord
Pro Vice-Chancellor & President, Curtin Dubai	Professor John Evans
Pro Vice-Chancellor & President, Curtin Mauritius	Professor Lina Pelliccione
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Dr Marco Schultheis
Chief Legal Officer	Mr Alistair Donald

ORGANISATIONAL CHART



* Executive Managers

REPORT ON OPERATIONS (CONTINUED)

STAFFING MATTERS

STAFF SUMMARY

The full time equivalent (FTE) of academic, professional and general staff as at 31 March 2019 (excluding hourly paid/casual staff):

	Continuing/ permanent	Fixed term/ temporary	Total
Academic staff	875.22	475.05	1,350.27
Professional & general staff	1,412.37	464.98	1,877.35
Total	2,287.59	940.03	3,227.62

STAFFING POLICIES AND INITIATIVES

- The Academic Capability Framework (ACF) was launched, outlining expectations for the capabilities and achievements of academic staff, as they align with Curtin’s Strategic Plan.
- Following the release of the Academic Capability Framework, the new Academic Performance and Career Planning process was launched. This process supports a new academic performance and career planning template which facilitates the capture of career conversations held between academics and leaders to support teaching, research and engagement outcomes.
- Digital platforms were developed to support performance and career development conversations for both academic and professional staff.
- Leaders of academic staff undertook a competency-building program to support effective and meaningful performance and career planning conversations.
- Single Touch Payroll reporting processes were created to ensure compliance with new legislative requirements.
- Family and domestic violence online and face-to-face training modules were created and rolled out across the University. The training program was designed specifically for managers as they are influential in setting an environment of support, safety and inclusion.
- A staff and student mental health and wellbeing strategy has been developed using the Curtin Future of Work Institute’s newly developed ‘Thrive at Work’ methodology.
- Strategic workforce planning was normalised as part of the School review process.
- The Academic Portfolio dashboard was created to assist staff to review their own academic outcomes whilst also increasing visibility of outputs for the purposes of planning and development.
- Talent acquisition processes and procedures have been updated to facilitate an improved candidate experience throughout any recruitment activity.

HEALTH, SAFETY AND EMERGENCY MANAGEMENT

2019 REPORTABLE KEY PERFORMANCE INDICATORS

Measure	Actual results			Results against target	
	2017	2018	2019	Target	Comment on result
Number of fatalities	0	0	0	0	Meets target
* Lost time injury/disease incidence rate (LTIR)	0.16	0.19	0.08	0 or 10% reduction	Exceeds target
** Lost time injury/disease severity rate (LTISR)	0	0	0	0 or 10% reduction	Meets target
*** Percentage of injured workers returned to work within:					
(i) 13 weeks	100%	86%	100%	Greater than or equal to 80%	Exceeds target
(ii) 26 weeks	100%	100%	100%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	85%	83%	81%	Greater than or equal to 80%	Meets target

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).

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

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

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

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 (UHSC), 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 2019 targets. Lost Time Injury Incidence Rate (LTIR) for 2019 has slightly decreased to 0.08, showing a further improvement on the previous two 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 three years and also met target of 80% or greater trained rates.

REPORT ON OPERATIONS (CONTINUED)

Other key objectives achieved in 2019 included:

- Curtin maintained its certification of AS/NZS 4801 following the annual periodic assessment. The assessment identified opportunities for improvement which included health and hygiene management, contractor management, internal self-assessment and training needs and effectiveness. In response to these opportunities, Curtin's Health and Safety Department has assisted areas to develop their safety management plans and their health and safety objectives and targets. Contractor management and performance review processes are being developed. The health and hygiene assessments/monitoring program and identifying training needs and effectiveness has also commenced.
- Launch of an audit module for Curtin's online incident and hazard reporting system, CHARM. This intuitive, web-based tool enables the assigning of spot checks to the Health and Safety Team, local self-assessment inspections to staff responsible for the area as well as safety audits across all areas of the University.
- Automation of incident and hazard data from CHARM into the University's Business Intelligence Tool that is easily accessible by all staff. The first release includes all hazard, incident and injury data in an easy-to-navigate dashboard, detailing data based on campus, organisational level and person type.
- The Australasian University Safety Association, comprising 48 universities from the region, held their annual conference in Perth. Curtin, as the Chair of the Western Australian chapter, coordinated the event which gave all those attending an opportunity to network and further their skills and knowledge relating to the university sector. Three staff from Curtin had their abstracts approved for presentation at the conference.
- Education sessions were run to assist managers to understand the proposed Work, Health and Safety legislation requirements, in particular the new penalties, definitions and how to meet 'due diligence' requirements. This will continue into 2020.
- In collaboration with People and Culture and Digital Technology Services, a business improvement project commenced for a University-wide solution to assist areas to meet their obligations under the current and proposed legislation, ensuring health and safety training needs are identified and managed. The implementation of a solution will commence in 2020.

WORKERS' COMPENSATION AND INJURY MANAGEMENT

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. Lower than usual workers compensation claim numbers have allowed the team to increase their focus on injury prevention activities, focusing on the development of a holistic

mental health and wellbeing strategy based on the 'Thrive at Work' framework developed by our Future of Work Institute. The prevention of physical injuries also remains a 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 development of a holistic student and staff mental health and wellbeing strategy, for implementation in 2020
- an expanded wellbeing community of practice to help support and promote student and staff wellbeing
- enhanced Employee Assistance Program (EAP) support for staff with a transition to a new provider and a more integrated support model
- a partnership between our People and Culture and Psychology and Counselling Services teams resulting in an additional 76 staff trained in Mental Health First Aid
- the provision of 223 staff workstation assessments and 57 student placements in collaboration with the School of Physiotherapy and Exercise Science.

SIGNIFICANT ISSUES AND TRENDS

EFFECT OF ECONOMIC AND OTHER FACTORS IN 2019

Government funding

After significant uncertainty in 2018, the Federal Government announced it would be introducing new funding arrangements for domestic students. The new arrangements, confirmed in 2019 and starting from 2020, introduce a performance-based funding scheme to focus on four key performance measures: graduate employment outcomes; student experience (i.e. improved satisfaction); student success (i.e. reduced attrition); and equity group participation (i.e. Indigenous, low socio-economic and regional). The constrained financial environment continues to create pressure in the sector with Commonwealth-funded bachelor places continuing to have a maximum funding envelope.

Research and industry alignment

The Government announced in the 2018-19 Mid Year Economic and Fiscal Outlook that the Research Block Grants scheme would be reduced by \$328.5 million over four years. This will create further pressure on universities to supplement research funding from other sources. Universities will need to diversify revenue streams and will also need to become more outcomes-focused to prioritise those research projects that will deliver the highest impact to society.

Industry and university collaboration are integral to fuelling innovation and productivity in the Australian market and there will be a continued focus for universities on fostering longstanding relationships with industry partners to deliver organisational and community outcomes. Continued investment

by universities to facilitate deeper connections with industry and community partners is expected to continue in 2020, with a focus on the United Nations Sustainable Development Goals (and in particular climate, in light of recent events) which is likely to influence research investment priorities in the future.

Global competition and market demands

Australian economic activity has been constrained, with low gross domestic product growth due primarily to restrained discretionary spending. A weaker Australian dollar has resulted in the relative price of international education being attractive for international students; however, the Australian dollar is expected to strengthen which may soften the increased levels of international student demand as we have experienced since 2014.

International competition is also expected to heighten, with countries adopting policies similar to Australia and Canada to remain competitive and capture more of the international student market. The United Kingdom this year announced changes to student visas to allow post-study work rights, which will likely see increases in international students studying in the United Kingdom as they will be able to stay and work longer after their studies. Moves by other countries to introduce attractive international student policies will likely impact the number of international students studying in Australia.

Following Perth's reinstatement as a 'region' in late 2019, it is expected the new status will stimulate international student demand in the Western Australian market in future years. What has previously been a detractor for Perth as an international student destination now will provide an opportunity to encourage international students to consider Perth as a study destination, as it will enable international students to remain in Australia on a post-study work visa for a year so they are able to benefit from work experience.

On the domestic front, Australian undergraduate enrolments have continued to grow; however, the Western Australian undergraduate enrolments have plateaued. The Western Australian decline can be attributed to a reduction in Year 12 students attaining an Australian Tertiary Admissions Rank (ATAR) and those applying for university places via the Tertiary Institutions Service Centre (TISC) process. The Year 12 population is expected to increase through to 2028 before plateauing and a key challenge will be growing university degree attainment rates to provide for improved employment outcomes.

To address declining regional enrolments, the Government is committed to stimulating demand in regional areas and has allocated \$93.7 million over four years from 2019-20 to establish a new scholarship program. The program will focus on increasing domestic and international students studying in regional locations and will provide opportunities for students to live and study in a regional community, which is also expected to bring economic and other benefits to regional communities.

An amount of \$134.8 million will also be provided to strengthen higher education enrolment in regional Australia, funded over four years, commencing 2018-19. This includes \$42.3 million to deliver:

- an additional 1,955 scholarships in 2019 for students undertaking Science, Technology, Engineering, Mathematics, Health and Agriculture tertiary qualifications
- support for additional Regional Study Hubs to improve access to higher education for students from rural and remote Australia
- support for the development of a National Regional, Rural and Remote Higher Education Strategy.

Continued speculation on the future of work and skills required to remain relevant in the workforce have continued to be a focus in 2019, with a strong focus on ensuring that university graduates are job ready, which will continue into 2020 and beyond. As the digital disruption and the pace of change accelerates in the workplace, employers are seeking job ready graduates with a focus on "t-shaped" skills, i.e. deep speciality areas and broader soft skills, such as communication, problem-solving, critical thinking, analytical mindset and collaboration. The continued challenge will be for universities to continue enhancing their learning pedagogies to adopt new and innovative approaches and curriculum to meet the expectations of students and the demands of employers.

CHANGES TO THE LEGAL ENVIRONMENT AFFECTING THE UNIVERSITY IN 2019

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

FOREIGN INFLUENCE TRANSPARENCY ACT 2018

This Act specifies the requirement to register certain activities taken on behalf of a foreign principal for the purpose of influencing government decision-making. The University would be required to register activities under this Act if the relevant circumstances arose.

COPYRIGHT ACT 1968

The Copyright Amendment (Services Providers) Act 2018 extends the operation of the safe harbour scheme to enable educational providers to receive the benefits of safe harbour protection. The University is considering how the copyright safe harbour provisions apply to Curtin and is finalising a process to implement these.

REPORT ON OPERATIONS (CONTINUED)

OTHER DISCLOSURES AND LEGAL REQUIREMENTS

ACT OF GRACE PAYMENTS

In 2019, 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 2019, the following costs were recorded against these items:

	Amount \$ (excl GST)
Advertising Agencies	1,292,959
Campaign	-
Non Campaign	1,292,959
Market research organisations	281,100
Media advertising organisations	3,929,222
Grand Total	5,503,281

CAPITAL WORKS

Projects Completed in 2019

Curtin Bus Interchange

- This project was designed to create an integrated, accessible and vibrant transport terminal in the heart of the campus. As part of the Exchange Precinct outcome, it has provided an uplift in amenity, economic diversity and transport choice for Curtin and the community.
- The project was forecast for construction completion in late 2018, however the project suffered as a result of the principal contractor, Cooper and Oxley, entering voluntary administration mid-2018. It was ultimately completed in early 2019 and fully functional for first semester. As a result of this contractual issue, the project was delivered within a five per cent overrun of the funding provision of \$15.4 million.



The new Curtin Central Bus Interchange was opened in early 2019.

Midland Campus (Health)

- The State Government 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 programs as a whole.
- A construction contract was awarded at the end of 2017 with the construction completed in early November 2019. Occupancy will formally occur for first semester in 2020. The total project was successfully delivered for the funding amount provided by the State.

School of Design and Art Upgrade

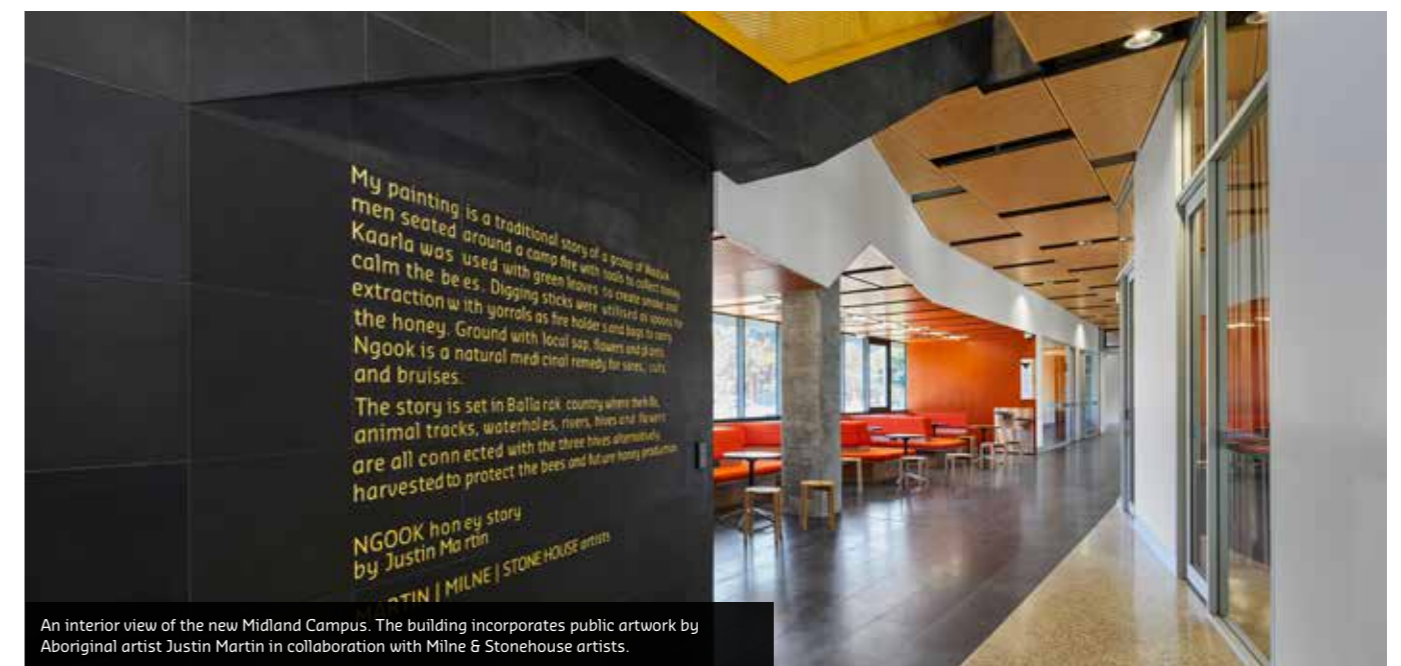
- The Design and Art buildings 202, 203 and 212 were at end of life and required to be refurbished to provide upgraded facilities and support strategic plans including on-line and contemporary learning initiatives. It was also linked to enhancing the southern precinct of the Perth Campus and to integrate with the Creative Quarter public realm.
- Construction commenced in late 2017, undertaken on a staged basis to allow for ongoing operations, and reached completion in October 2019. It was successfully completed within the forecast project cost of \$12million.

Building 311 PC2 Super-Laboratory Pilot (and compliance refurbishment works)

- This project developed a prototype 96-seat multidisciplinary undergraduate science teaching laboratory and forms part of the Curtin Super Sciences Program linked to the University's Research Capacity Building programs.
- Construction commenced in late 2018 and was successfully completed in October 2019 and within the funding provision of \$11.5 million.

General Refurbishments

- In 2019, as per our recurrent refurbishment programs, a wide variety of works were undertaken including a number of access and inclusion projects; e.g., Building 102 external stairs, Building 200A Universal Access Toilet installation, Building 401 auto door upgrade, Building 402 stair upgrade, Building 407 external landscaped area improvements, and multiple tactile ground surface indicator installations.
- Examples of key minor refurbishment projects delivered included: lift replacements in Building 205 and Building 405; Science and Engineering upgrades to support the Building 206 Bio-concrete and Bio-soil Extraction activities; Building 306 Mass Spectrometer Laboratory upgrade; Building 404 Anatomy Lab refurbishment; Building 405 Clinical Practice skills area upgrades; and the Building 609 National Drug Research Institute Quiet Room upgrade.
- Hazmat rectification programs included the Asbestos Removal Program undertaking removal in Building 205; the PCB Removal Program for the removal and replacement of light fittings in Building 106, Building 121, Building 204, Building 205, Building 208, Building 207, Building 309, Building 311, Building 402, 78 Murray Street, Perth and all Kalgoorlie buildings.
- The 'End of Life' replacement program included autoclaves removed and replaced in Building 308 room 233, fume cupboards and associated mechanical.



An interior view of the new Midland Campus. The building incorporates public artwork by Aboriginal artist Justin Martin in collaboration with Milne & Stonehouse artists.

REPORT ON OPERATIONS (CONTINUED)

Major projects commenced or under construction in 2019

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

- 2019 saw the final negotiation process completed with the selected private sector consortia to finance, deliver and operate Exchange. Following Council approval in December 2018 to enter into agreements with the proposed project company, Curtin executed the principal agreements on 4 June 2019, with construction commencing thereafter.
- With an end capital value at circa \$300 million, the scope of the development includes student accommodation, short-stay accommodation (hotel), apartments, industry partner space, retail, and supporting amenity and infrastructure.

Building 418 School of Design and Built Environment

- Originally included as part of the Exchange transaction, this was removed from the deal in order to be delivered by Curtin as a business-as-usual capital project. Construction commenced in September 2019 and is forecast to be completed in March 2021 with occupancy to occur for the second semester in 2021.
- With a project value of \$115 million, this building will be the home for the School of Design and Built Environment, but also includes more than 2,500 square metres of space fully integrated for industry partners.

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 has avoided the need to construct a new building by co-locating research activities, providing a centralised dangerous goods store for Technology Park, repurposing non-utilised space, resolved current non-compliance issues and improved building running costs and sharing of equipment. Construction commenced in early 2019 and will be completed in the first quarter of 2020 within a funding provision of \$8.4 million.

Major projects forecast to commence construction in 2020

Building 105 TL 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, a new entrance, updated ground and lower floors, and repurposing the top floor from services space into useable floor area. Stage One will commence construction in the first half of 2020 with a revised funding provision of \$80.75 million. Timing for Stage Two is to be determined and is not linked to Stage One completion.

Building 610 Curtin Institute of Radio Astronomy

- Commensurate with the importance of this institute, the facilities and services infrastructure require to be upgraded to improve functionality and also provide additional accommodation.
- The project value is \$2.2 million with works to commence and be fully completed within 2020.

Faculty-specific recurrent projects – for Business and Law, Health Sciences, Humanities and Science and Engineering

- On a recurrent basis across Curtin's four faculties, multiple projects are defined and undertaken every year to address various refurbishments, teaching and learning requirements, and research driven upgrades.
- In 2020 the collective budget is \$7.1 million and includes, as an example, Building 408 CBS Trading Room Refurbishment, a dedicated fit-out for the Luxury Branding Research Cluster, redevelopment of the Building 305 Higher Degree by Research office areas, planning for the Dementia, Disability and Ageing Centre, upgrade of the Curtin 'HIVE', and refurbishment of Building 205, Building 206 and Building 314 for Mechatronics and Electrical Engineering.



Artist's impression of TL Robertson Library interior



An artist's impression of the completed Exchange Precinct at the northern end of the Perth Campus (aerial view). The existing Curtin Stadium and car park is in the foreground, with the new Exchange buildings in the corridor behind it and to its right. They include multi-storey student accommodation blocks, a hotel and apartments and the new School of Design and Built Environment.

REPORT ON OPERATIONS (CONTINUED)

COUNCIL AND COMMITTEE REMUNERATION

Pursuant to Premier's Circular 2017/08, the University must provide a report on the remuneration provided to board/committee members. Under the requirements of the Annual Reporting Framework issued by the Public Sector Commission, the voluntary remuneration payments provided to the members of Council and co-opted members of the sub-committees of Council in 2019 is as follows:

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2019 financial year ¹
Council Member (Non-student member)	Dr Terry Agnew	Annual	3 months	\$3,750.00
Council Member (Committee member)	Dr Terry Agnew	Annual	9 months	\$15,000.00
Council Member (Student)	Ms Romana-Rea Begicevic	Annual	12 months	\$5,000.00
Chancellor	Dr Andrew Crane	Annual	12 months	\$80,000.00
Council Member (Staff member)	Ms Catherine Clark	No entitlement	6 months, 13 days	Zero
Council Member (Committee member)	Ms Elisa Fear	Annual	12 months	\$20,000.00
Committee Member (Co-opted)	Ms Beth Gordon	\$2000.00 per meeting	12 months	\$18,000.00
Council Member (Committee member)	Mr Damian Gordon	Annual	12 months	\$20,000.00
Council Member (Committee Chair)	Dr Vanessa Guthrie	Annual	12 months	\$35,000.00
Council Member (Student)	Mr Chris Hall	Annual	9 months	\$3,750.00
Council Member (Non-student member)	Mr Michael Lishman	Annual	3 months	\$3,750.00
Council Member (Non-student Member)	Mr Michael Lundberg	Annual	7 months, 3 days	\$7,983.87
Council Member (Staff member)	Mr Andrew McLean	No entitlement	5 months, 17 days	Zero
Council Member (Student)	Ms Finlay Nolan	Annual	3 months	Zero
Council Member (Staff member)	Prof Dale Pinto	No entitlement	12 months	Zero
Committee Member (Co-opted)	Ms Ann Robinson	\$2000.00 per meeting	9 months	\$6,000.00
Council Member (Committee Chair)	Mr Steve Scudamore	Annual	12 months	\$35,000.00
Council Member (Staff member)	Prof Glenda Scully	No entitlement	12 months	Zero
Committee Member (Co-opted)	Mr David Southam	\$2,000.00 per meeting	12 months	\$8,000.00
Council Member (Vice-Chancellor)	Prof Deborah Terry	No entitlement	12 months	Zero
Council Member (Pro Chancellor)	Ms Sue Wilson	Annual	12 months	\$40,000.00

¹ Includes sacrificed remuneration made as a donation to the Curtin University Foundation.

DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

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

During 2019 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 2019 the following progress has been made against initiatives to address the seven outcomes prescribed under the legislation and monitored by the Department of Communities.

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

An audit of services and co-curricular programs was completed in 2019 to ensure inclusiveness and accessibility of design for students with disability. Changes were implemented in consultation with students and it is now easier for students to navigate Curtin's website, more easily locating key information through the home page.

Curtin Connect provides services via phone, email and for 'walk in' visitors without needing an appointment. Services are aware of how to cater for needs of students with disability through their online training. Concierge Services offer 'meet and greet' and can answer or assist with basic questions or refer onwards to appropriate supports.

Automation of Curtin Access Plans (CAPs) is underway, enabling students to access reasonable adjustments to assist them in their course requirements. This involves engagement of, and review by, relevant stakeholders across the University and by National Disability Services colleagues. CAP visibility within Student Systems has been made a priority, and CAP information is now included in staff education sessions. Further, an updated Disability Services website has been completed in response to individual staff and faculty requests.

Curtin Stadium has launched a youth mental health program for 17-25 year olds with mental health issues. The program involves a series of one-hour individualised gym-based sessions, combining aerobic, resistance, stretching and relaxation for participants with a level of readiness to participate in a supervised exercise program.

Work continues across Curtin to identify and embed the student capabilities (inherent requirements) particular to each course available at Curtin. This work takes into consideration other aspects of student life such as parenting/carer commitments, time off from employment to participate in work integrated learning/fieldwork experience and cultural considerations. This work will continue through into the first half of 2020 before being published via Curtin's online course handbook. This will enable identification of reasonable adjustments for students with disability to fully participate in and meet the curriculum requirements, in order to successfully graduate from their course.

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

The Curtin Digital Wayfinding tool 'MazeMap' has been successfully implemented and includes obstacle-free routing, screen reader compatibility and written routing directions. It also allows users to locate accessible toilets and ACROD parking bays on campus. DAIP outcomes have driven the development of this initiative.

The Integrated Transport Management Plan has been published. Prioritisation of pathway crossings and ACROD bay distribution across campus has been developed in consultation with an external access consultant as well as key Curtin stakeholders. A design consultant has been appointed and concept design has commenced.

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

The adoption of a Universal Design (UD) approach by Curtin signals a move away from using an 'accommodation' type process for addressing inaccessible services and facilities, which only come into play when a person self-identifies as having an alternative requirement to access information or a service.

A feasibility study examining what actions were necessary to achieve W3C WCAG (web content accessibility guidelines) AAA compliance (from current AA rating) was completed in March 2019. Achievement of compliance will be managed at a local level.

Implementation of captioning of lecture content recorded by the University is progressing, as part of our focus on embedding universal design into our teaching and learning activities. Automated speech recognition captioning was piloted by the School of Media, Creative Arts and Social Inquiry from November 2018 to March 2019, in courses delivered through Open Universities Australia. The pilot is intended to be expanded during 2020.

REPORT ON OPERATIONS (CONTINUED)

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

An online disABILITY AWAREness training module for staff was launched in May, within a suite of other diversity and equity training offerings. This covers:

- the diversity of disability and how it may impact an individual
- the rights of people with disability and relevant legislation
- how to communicate effectively with a person with disability
- accessibility and Universal Design
- Curtin's support services for staff and students with disability
- reasonable adjustments and Curtin Access Plans.

This introductory online training program has been designed to increase staff understanding of disability, its impact on participation in study and the workplace, and to assist staff to support students, staff and visitors with disability at Curtin.

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

Promotion of Curtin's Integrity and Standards Unit (ISU) and the Complaints Portal occurs through the online ISU community, internal presentations, student AccessAbility (disability services) newsletter, and the social media community.

An article on accessibility options appeared in Curtin's January 2019 ISU information sheet to staff, as well as a range of other internal communications mechanisms and training workshops. For students, the previously developed ISU communications are now included each semester in the Disability Services Newsletter to students with disability who are registered with Curtin's AccessAbility team.

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

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. Relevant areas of the University, including Corporate Relations and Properties, Facilities and Development are working to ensure the appropriateness of existing consultation guidelines for Curtin to ensure they align with expectations around delivery of information being made available in accessible formats.

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

The People and Culture area is engaged in the process of developing a recruitment strategy targeting the employment and working experiences of people with a disability. Throughout 2019, measures were focused on encouraging staff confidence in disability disclosure, including fully revised website information and the updating of Equal Employment Opportunity data collection systems to assist this. The Staff Portal has been assessed to address accessibility issues previously encountered through the on-boarding process so that people using screen reading software are not required to disclose personal information (e.g. bank account details and tax file number) to colleagues upon commencement of employment.

Remote work guidelines were completed and launched to provide more flexible employment opportunities for all staff. Flexible work arrangements are embedded in our Enterprise Agreement. A 'flexible work guide' is available to assist staff and managers to promote flexible work practices.

A Mental Health Action Plan (2019-2024) for staff has commenced implementation, with four key strategic directions identified to guide the future action the University will take to support staff mental wellness within the workplace:

- improving mental health awareness and literacy
- creating a work environment that supports mental health
- health support
- prevention and early intervention.

In 2019, around 80 Curtin Perth staff participated in and achieved certification in Mental Health First Aid training.

Curtin has launched a new recruitment service, which facilitates direct and exclusive employment opportunities in industry for the Curtin student and alumni community. As part of this launch, a new webpage, 'Students with disability encouraged to apply', has been created, advertising jobs from employers actively seeking to engage graduates with disability.

Curtin also hosted a seminar mid-year with JobAccess to promote the benefits of diversity and inclusion in the workplace and to raise awareness of support services provided by the Federal Government to employers seeking to employ people with disability.

ENVIRONMENTAL SUSTAINABILITY

Following the award of Australia's first ever 5-Star Green Star – Communities certification in 2015, work has been underway to prepare for recertification in 2020 for the Perth Campus. Green Star – Communities, a recognised third party certification system managed by the Green Building Council of Australia, assesses the University against benchmarks for governance and innovation, design excellence, environmental sustainability, economic prosperity and liveability.

Key initiatives delivered in 2019 included:

- update and implementation of Curtin's Climate Adaptation Plan, ensuring our buildings and operations are designed to be resilient in the face of a changing climate
- completion of a Campus Local Water Management Strategy, with strong focus on water sensitive urban design, managing stormwater and reducing the University's water consumption
- launch of the new Curtin Central Bus Station, providing a safe and user-friendly public transport hub in the heart of the campus
- removal of under-desk bins and introduction of waste separation at source in campus buildings, decreasing the volume of waste sent to landfill
- updates to the Black Cockatoo Action Plan and the Urban Forest Action Plan, with the aim of increasing habitat and biodiversity into the future
- upgrade of the central heating and cooling plant facilities to provide more efficient technologies, resulting in a significant reduction to energy consumption and greenhouse gas emissions
- campus-wide review of community safety and designing out crime, confirming Curtin's vision of building a safe and liveable campus
- certification of Curtin's new Midland Campus with Green Star - Design and As Built 5 Star – Australian Excellence
- certification of the latest addition to Curtin Perth City, with the new 137 St Georges Terrace being awarded a Green Star Interiors 6 Star certification – representing world best practice sustainability initiatives.

Transport

Following the major upgrade to cycling and active transport facilities last year, 2019 saw the next layer of the transport hierarchy being addressed with the opening of the new Curtin Central Bus Station in the heart of the Exchange Precinct. Designed following the principles of a Transit Oriented Development, Curtin and the Perth Transit Authority have delivered a high-quality, user-friendly, safe and sustainable regional transport hub.

Biodiversity and public places

The Urban Forest and Black Cockatoo Action Plans were updated in 2019, strengthening the University's vision for a thriving urban campus that supports local biodiversity. Over 700 natives were planted this year, along with a number of semi-established nut trees as part of a new initiative to address the current food shortage for Black Cockatoos being experienced across the region. Construction works on campus saw the implementation of Curtin's recently created tree bonding scheme, with 38 high-value trees transplanted from the Exchange construction site to the southern end of the Perth Campus, including the newly refurbished School of Art and Design Precinct.

Management of Public Places through water sensitive urban design has continued, with native species being selected for our gardens, replacement of herbicides with steam for weed control and an upgrading of the central bore system. The central core system uses rainwater, moisture and nutrient sensors to provide optimal irrigation to Curtin's open spaces.

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 central plant network allows the University to provide energy efficient heating and cooling to buildings across the Perth Campus. In 2019, major upgrades were undertaken with the installation of more efficient boilers and chillers and research undertaken into how operational changes can assist in decreasing campus energy demands. This has resulted in large reductions in energy consumption, including a 13 per cent reduction in gas usage.

Total energy consumption* in the 2018/19 financial year** was 242,496 gigajoules, down from 273,412 gigajoules in the 2016/17 financial year. Greenhouse gas emissions also dropped from 40,225t CO₂-e to 35,774 t CO₂-e in 2018/19.

* All energy values are for Curtin University operations in Western Australia only

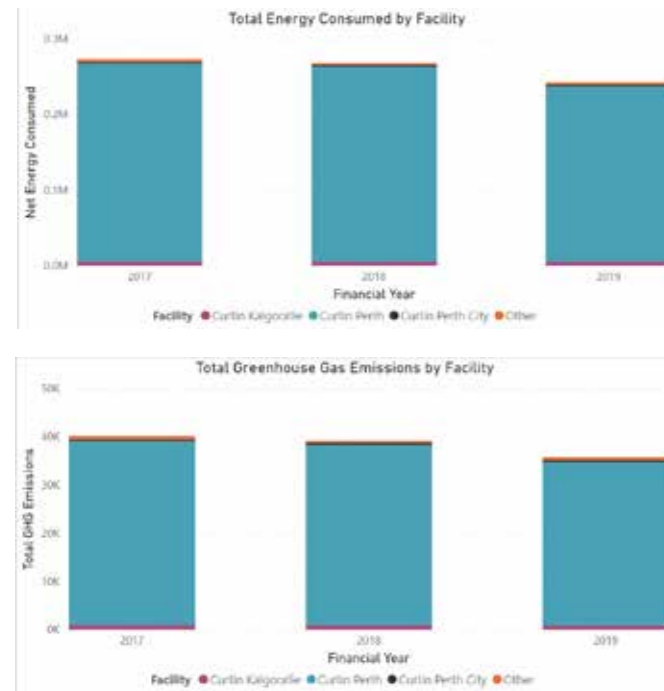
**Calendar year data is not available due to timing of the Annual Report, and so Financial Year data has been used.

REPORT ON OPERATIONS (CONTINUED)

Operational waste

The University currently has 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. To support recycling initiatives on campus, new recycling and general waste bins were rolled out to all buildings on the Perth Campus, with bins in central areas replacing all under-desk bins. This simple change has resulted in a reduction in waste going to landfill, improved recycling opportunities and a reduction in resourcing in the area of cleaning and waste management.

After highly successful trials on the Duo BigBelly Solar Compactors last year, 2019 saw more being rolled out across the campus. The bins incorporate a solar powered, wireless and integrated system that automatically compacts rubbish, increasing the capacity from 120L to 600L, and which notifies the waste and recycling staff when they are nearly full and ready for collection.



MARKETING ACTIVITIES

A focus on profiling and promoting research activity continued in 2019. Curtin’s ability to support this key strategic priority improved significantly with the appointment of two dedicated research marketing staff, who in 2019 helped University Marketing and the Research Office establish and manage several new promotional initiatives in the research space.

In March, the inaugural *Research Rumble* – a four-day showcase of Curtin research – provided an opportunity to communicate Curtin’s research to the public through a program of talks and expos held across Curtin’s Perth locations. This was promoted via a website, a digital advertising campaign and printed material.

The University Marketing Content Strategy 2019-2021, produced in the first quarter of 2019, provides a roadmap for marketing content creation and defines two new content streams – a podcast and a video series – designed to strengthen Curtin’s brand positioning as a future-focused university and a thought leader.

The podcast series, titled *The Future Of*, was launched in September, with the weekly series featuring interviews with Curtin researchers on their work and their predictions for the future of their respective disciplines. Twenty episodes were published in 2019, attracting more than 2,000 unique listeners. The project will continue in 2020 and is expected to foster long-term listener loyalty and brand awareness.



The Future Of podcast series on Facebook.

The video series *Ask an Expert* was launched in October. Published fortnightly, each video features a Curtin academic answering a question that’s deemed to have broad appeal. Five videos were published in 2019, featuring a range of Curtin experts answering questions such as *Are we alone in the Universe?*, *Why are native bees so important?* and *How do we develop phobias?* The series is intended to resonate with a broad audience, but particularly with a key recruitment market – high ATAR school leavers.

As a supporting partner of the Resources and Technology Showcase 2019 at the Perth Convention and Exhibition Centre in November, Curtin hosted an exhibition space alongside some of the world’s biggest resources and technology companies, including Rio Tinto, BHP, Woodside and Chevron. The three-day event was an opportunity for Curtin academics to engage face-to-face with conference attendees and explain Curtin’s contribution to mining’s technological future.

In June, market research company Painted Dog was commissioned to survey prospective and current Curtin students to gain better insight into how our printed prospectuses – some of the University’s primary student recruitment tools – are received by the prospective undergraduate market, both domestically and internationally. Findings showed that, despite the availability of course information online, printed material is still highly valuable to prospective students and their parents and the market was generally satisfied with the type of information provided. This type of market research is invaluable in such a competitive market and ensures Curtin remains responsive to market trends.



Ask an Expert video series

To keep domestic school leavers abreast of important application deadlines and study options, University Marketing ran a new-look ‘Summer Help’ campaign across social media, email, website and information sessions. Starting in December, the campaign included information regarding TISC deadlines, pathways and scholarships and aimed to support school leavers and their parents potentially anxious about a condensed timeframe of only two days between the release of ATAR results and the deadline to change course preferences.

In a project spanning the entirety of 2019, University Marketing collaborated with Digital and Technology Solutions and University Admissions to review and optimise Curtin’s primary online destinations for future students. Attracting millions of visits each year, the website is key to Curtin meeting its student recruitment targets. The project saw two separate sites (providing detailed course information and general university information) merged to provide a single, easily navigable resource for prospective students: study.curtin.edu.au. This was launched in November.

The digital-led ‘your career starts here’ campaign was the primary international lead generation initiative for the year. Building on the strength of the University’s work-integrated learning opportunities, it had a photo-documentary aesthetic, featuring Curtin’s international students immersed in industry environments. Targeting Singapore, Malaysia, Indonesia, Pakistan, Nepal, Indonesia, Hong Kong and Philippines, the campaign delivered a 28 per cent increase in click-throughs on the equivalent 2018 campaign. Another key initiative was the revamped offer conversion strategy, which saw uplifts of 18 per cent in undergraduate conversion and 11 per cent in postgraduate conversion, both of which are above industry average.

REPORT ON OPERATIONS (CONTINUED)

PRICING POLICY ON OUTPUTS PROVIDED

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

Students in Commonwealth-supported places are required to contribute towards the cost of their education. The student contribution amount is calculated for each study period from their 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)

Early in 2019, Curtin launched to the external community 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. Significant work has occurred this year to ensure that, from 2020, students in all Faculties will study a core unit in Indigenous culture and knowledge (with work with engineering and law in this area remaining to be finalised)
- deepen cultural understanding amongst our non-Aboriginal staff through workshops, on country visits and powerful cultural immersion experiences
- increase the numbers of Aboriginal and Torres Strait Islander staff and students on governing boards and committees
- provide leadership opportunities for our Indigenous students and staff
- increase the number of Indigenous students enrolled in higher education through a number of initiatives including a suite of new enabling courses
- build Indigenous research capability.

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. It takes its direction from the Uluru Statement from the Heart, emanating from the 2017 Aboriginal and Torres Strait Islander Convention that 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. Curtin was one of 14 leading Australian organisations to make a public response in support the Uluru Statement from the Heart.

Our latest RAP will help us to make continued progress towards reconciliation through the following four cornerstone initiatives:

- embedding the Indigenous Australian Cultural Capability Framework (ICCF) across the University and making this available to the community
- progressing the Nowanup Bush Campus in partnership with the Nowanup community
- enabling the global exchange of knowledge and experiences between Aboriginal and Torres Strait Islander peoples and First Nation peoples around the world
- leading in reconciliation and recognition of First Peoples.

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

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

Significant improvements and developments in 2019 included:

- a major review and redevelopment of the Curtin Information Management and Archives website that will be launched in early 2020 with a revised design and content
- significant work on identifying and processing legacy hard copy records across the Perth Campus and the WA School of Mines (WASM) at the Kalgoorlie Campus
- the review of the Records and Information Management Procedures
- the review of the Recordkeeping Plan and the completion of the review report. Initial work also commenced on developing an amended Recordkeeping Plan for submission in 2020
- the development of several strategic documents relating to Archival appraisal, collection, access and digitisation.

Ongoing Records and Information Management training included:

- more than 2,000 staff completing the online information management awareness training in 2019 - 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 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. Information sessions and educational tools were also provided on OneDrive for Business
- information and awareness raising activities in relation to Privacy and Freedom of Information responsibilities.

Feedback is sought from attendees and all training is reviewed regularly. A major review of education and training materials commenced in 2019, in conjunction with the reviews of the Curtin Information Management and Archives website and the Recordkeeping Plan.

REPORT ON OPERATIONS (CONTINUED)

RISK MANAGEMENT

Curtin's Risk and Assurance Area is responsible for:

- strategic risk
- operational risk
- business continuity
- critical incident management
- travel risk
- insurance
- audit and assurance.

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.

The key areas of focus for risk and assurance during 2019 included:

Risk appetite

In 2019, Council agreed to enhance the risk appetite framework to develop more granular risk appetites at the strategic, operational and project levels. More granular risk appetites will provide improved guidance about where Curtin:

- considers it is unacceptable to take risks – outside of risk appetite
- takes as little risk as possible – low risk appetite
- has a higher willingness to take risk for increased benefit or to achieve University strategy – high risk appetite.

The current Risk Reference Tables, as approved by Council in 2019, have been revised to make it clear where Curtin accepts as little risk as possible and where impacts are out of appetite. Risk appetites will also be supported by key risk indicators that provide early warning that a risk may be escalating. Key risk indicators are also being embedded within Curtin's academic governance framework to support enhanced oversight of academic risks.

Risk culture

The Risk Reference Tables also support a sound risk culture by signalling which matters or impacts require immediate escalation or escalation as soon as practicable. They also underpin additional tools such as the Incident Alert Matrix. The Risk Reference Tables and the Incident Alert Matrix capture our obligation to continuously disclose risk and matters of concern. Curtin's value of integrity provides an important foundation for supporting the University's risk culture, while our signature behaviours (which state that we will engender trust through openness, honesty and consistency) capture our obligation to continuously disclose risks and matters of concern.

Curtin has developed three main pillars to describe its approach to risk culture, with associated attributes relative to each pillar:

- **Application** | Effectiveness of Curtin's risk frameworks
- **Attitude** | Curtin community attitude to risk
- **Accountability** | Management and Council oversight and accountability for risk

Integrated risk and assurance

During 2019, the Assurance Map became an embedded process and now forms part of an overall assurance cycle that includes:

- annual academic governance assurance
- annual controls assurance
- annual school review
- annual financial fraud risk assurance
- annual certification and Directors' and Officers' disclosure from around 100 senior officers
- annual entities declaration from officers appointed to external entities
- annual review of strategic risks coordinated with reviews of organisational and financial performance
- regular review of the assurance map informed by compliance, conduct, risk, academic and corporate governance information
- regular reporting on compliance, risk, technology including global operations
- Internal Audit planning and mid-year plan review linked to strategic risks, assurance map and compliance, risk and technology reports.

Strategic risk

Curtin's 2019 strategic risk profile continued to improve influenced by:

- commencement of a significant and transformational capital project - Exchange at Curtin exchange.curtin.edu.au
- improved research performance
- improved international enrolments
- increase in new industry partnerships
- strong domestic market share
- growth in online markets
- leveraging technology to improve operating efficiencies.

Challenges that remain a focus for the strategic risk profile include:

- global market risks – increasing competition
- technology and stakeholder risks – response to cyber threats
- operating model risks – operating efficiency
- people risks – future of work.

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 2019, 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 2019 was due to be noted by Council at its meeting on 18 March 2020. The University complies with all 14 protocols.

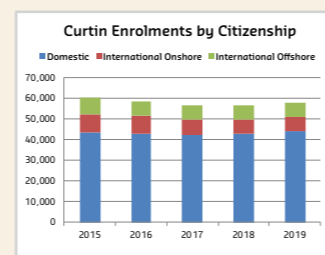
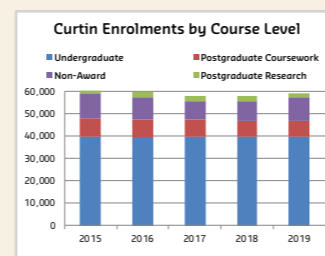
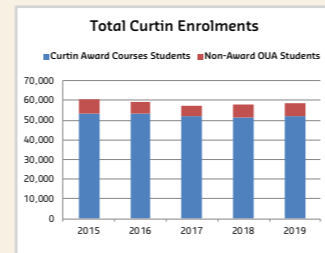
CURTIN KEY STATISTICS

	2015	2016	2017	2018	2019
STUDENT HEADCOUNT					
Total Curtin Enrolments	59,928	58,207	56,647	56,687	57,814

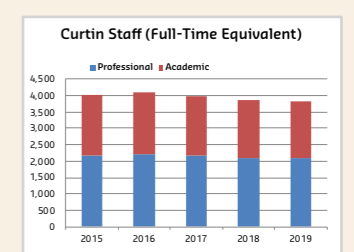
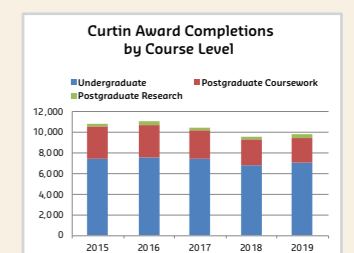
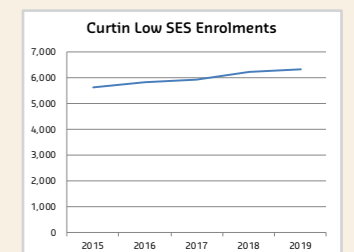
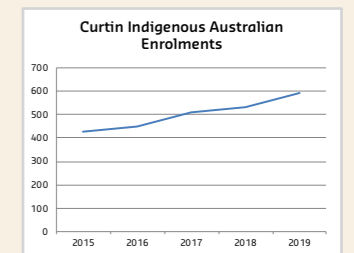
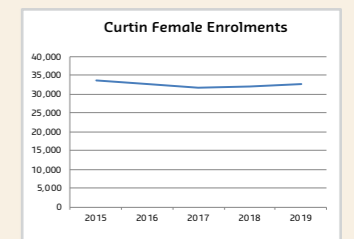
CURTIN ENROLMENTS BY CATEGORY					
Course Level					
Postgraduate Research	2,459	2,409	2,352	2,226	2,060
Postgraduate Coursework	8,481	8,016	7,369	6,986	7,301
Undergraduate	39,718	39,466	39,914	39,828	39,776
Non-Award	11,006	10,082	8,634	9,050	10,263

Broad Field of Education					
Agriculture, Environmental and Related Studies	208	208	222	225	214
Architecture and Building	2,315	2,330	2,367	2,296	2,250
Creative Arts	962	929	888	896	1,146
Education	4,323	4,272	4,590	4,817	5,104
Engineering and Related Technologies	6,996	6,978	6,501	6,080	5,739
Health	9,456	9,505	9,370	9,403	9,640
Information Technology	469	409	412	414	395
Management and Commerce	14,062	13,299	12,476	12,078	12,132
Natural and Physical Sciences	4,186	4,415	4,486	4,546	4,469
Non-award course, BOTP, or OUA unit	847	803	854	741	893
Society and Culture	17,855	16,895	16,210	16,795	17,663

DEMOGRAPHY AND EQUITY					
Student Citizenship					
Domestic Students	43,439	42,791	42,431	42,953	43,938
International Students studying in Australia	8,744	8,509	7,370	6,884	6,984
from : China (%)	28%	25%	25%	25%	24%
Malaysia (%)	12%	12%	12%	12%	12%
India (%)	7%	12%	11%	10%	11%
Singapore (%)	4%	4%	5%	6%	6%
Indonesia (%)	6%	5%	5%	4%	4%
International Students studying outside Australia	7,745	6,907	6,846	6,850	6,892
from : Malaysia (%)	40%	45%	46%	43%	40%
Mauritius (%)	17%	19%	20%	20%	22%
Singapore (%)	15%	11%	10%	11%	12%
China (%)	4%	4%	4%	5%	5%
Indonesia (%)	5%	3%	3%	3%	2%



	2015	2016	2017	2018	2019
Gender					
Female Students	33,593	32,551	31,619	31,841	32,547
Female Proportion	56%	56%	56%	56%	56%
Indigenous Australian Students	429	447	509	532	594
Low Socio-Economic Status (SES) Students	5,668	5,832	5,952	6,221	6,350
AWARD COMPLETIONS					
Total Curtin Completions	10,832	11,022	10,457	9,561	9,785
Course Level					
Postgraduate Research	292	307	347	311	327
Postgraduate Coursework	3,151	3,152	2,698	2,438	2,388
Undergraduate	7,389	7,563	7,412	6,812	7,070
STAFF (FULL-TIME EQUIVALENT) #					
Total Curtin Staff	4,018	4,099	3,993	3,847	3,809
Work Function					
Academic	1,841	1,883	1,829	1,748	1,710
Teaching	700	702	663	660	661
Research	426	491	504	476	449
Teaching and Research	623	610	595	555	549
Other	91	80	68	58	51
Professional	2,178	2,216	2,163	2,099	2,099



* Students who have multiple enrolments or a change of citizenship during the year are counted multiple times therefore the sum of the categories does not necessarily equal the overall total enrolment. Includes students from all campuses. Data reported is consistent with the HEIMS data collection with the exception of non Commonwealth Supported OUA students who are not reported to government.

Staff figures are calculated as the full-time equivalent of continuing and fixed term staff captured as at 31 March, plus the full-time equivalent of casual staff as at 31 December. An estimate of casual staff is reported for 2019, while the prior year published in the 2018 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and WA campuses only.