

REPORT ON OPERATIONS

GOVERNANCE OF THE UNIVERSITY

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

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

Council met on eight occasions in 2014, including one meeting held at Kalgoorlie.

A Council members' forum was also conducted on the strategic positioning of the University in a deregulated market. Dr Michael Schaper, Deputy Chairman of Australian Consumer and Competitor Commission, spoke at the forum on the implications of the Competition and Consumer Act for universities in a fee de-regulated market.

In June, Council members undertook a tour of the new Juniper Simulation Centre for healthcare students.

Professional development sessions were provided to Council members on:

- interpreting financial statements
- duties and responsibilities

At its meeting on 22 October 2014, Council elected Dr Michael Stanford CitWA to the position of Pro Chancellor for a second term that commenced on 2 December 2014 and ceases on 1 December 2017.

Key governance-related activities considered by Council in 2014 included:

- approval of the following:
 - Curtin ‘Values and Signature Behaviours’
 - Key performance indicators for assessing the Vice-Chancellor’s performance in 2014
 - Investments and Treasury Management Policy and Procedures
 - Banking Management Procedures

- Organisational Structure Policy
- Disestablishment of Greater Curtin Committee
- Kalgoorlie Campus Council Charter
- Constitution of the Curtin Student Advisory Forum.
- noting the following:
 - Reports on the University’s performance against key performance indicators, measures and targets identified in the Strategic Plan 2013–2017
 - Financial management reports
 - Investment reports
 - Report on the health and safety due diligence obligations of Council members
 - Report on the operations of the Kalgoorlie Campus in 2013
 - Report on the activities of the Curtin Foundation in 2013
 - Reports on Health and Safety Performance
 - Reports on Equal Employment Opportunity
 - Reports on Professional Standards and Conduct
 - Reports on the application of the Common Seal.

Major strategic issues considered by Council in 2014 included the approval of the following:

- Various honorary awards
- Development of road infrastructure for Stage One of the Greater Curtin project
- Transforming Curtin Information Technology and Learning for Tomorrow – Digital Experience Program
- Budget for 2015

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 2014 as part of Council’s meeting program.

Strategic conversations included:

- strategic risk
- Living our Values initiative
- international strategy
- Greater Curtin

Portfolio presentations included:

- teaching and learning
- indigenous issues in higher education
- research
- health sciences
- Curtin WA School of Mines

Properly constituted committees help Council to meet its broad responsibilities by enabling matters to be appropriately scrutinized prior to coming before Council for resolution.

The current standing committees established by resolution of Council are the:

- Executive Committee
- Finance Committee
- Audit and Compliance Committee
- Legislative Committee

Special purpose committees established by resolution of Council include:

- Health and Safety Due Diligence Committee

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

An external review of Council’s performance was conducted in 2014. The review was led by Mr Alan Cameron AO of Cameron Ralph.

REPORT ON OPERATIONS (CONTINUED)

MEMBERS OF COUNCIL FOR 2014

	Commenced	Terminated	Due to expire
Members appointed by Governor in Council			
Mr Chris Bennett BCom (UWA) C.A	1/4/2012	current	31/3/2015
	1/4/2009	31/3/2012	
	25/5/2006	31/3/2009	
Mr Kim Bridge BBus (WACAE)	15/11/2014	current	14/11/2017
	15/11/2011	14/11/2014	
Ms Cathryn Carver BBus (Curtin)	11/11/2014	current	10/11/2017
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)	1/4/2013	current	31/5/2016
	20/4/2010	31/3/2013	
Mr Keith Spence BSc Hons (Tas) FAIM	1/4/2012	current	31/3/2015
	1/4/2009	31/3/2012	
	20/6/2006	31/3/2009	
Dr Michael Stanford CitWA MB BS (UNSW) MBA (Macqu) Grad Cert LCC (ACU) FAFPHM FAIM FAICD	2/12/2014	current	2/12/2017
	13/12/2011	1/12/2014	
	2/12/2008	1/12/2011	
Member nominated by the Minister for Education and Training			
Ms Sue Wilson BJuris LLB (UWA) FAICD FGIA	3/5/2013	current	2/5/2016
Member who is the Chief Executive Officer			
Professor Deborah Terry BA (ANU) PhD (ANU) FASSA FAPS	17/2/2014	current	Ex-officio
Professor Colin Stirling (Acting Vice-Chancellor) BSc (Edin) PhD (Glas)	9/8/2013	16/2/2014	
Members elected by full-time academic staff			
Professor Sue Fyfe BEd, BSc, BAppSc, PhD (UWA)	1/4/2014	31/7/2014	
Professor Dale Pinto PhD (Melb) M Tax (Hons) (Sydney) CPA FTIA AFAIM FTMA MAICD	22/8/2014	current	31/3/2017
Professor Glenda Scully BCom (Melb) MAcc (UWA) PhD (UWA) FCA	1/4/2013	current	31/3/2016

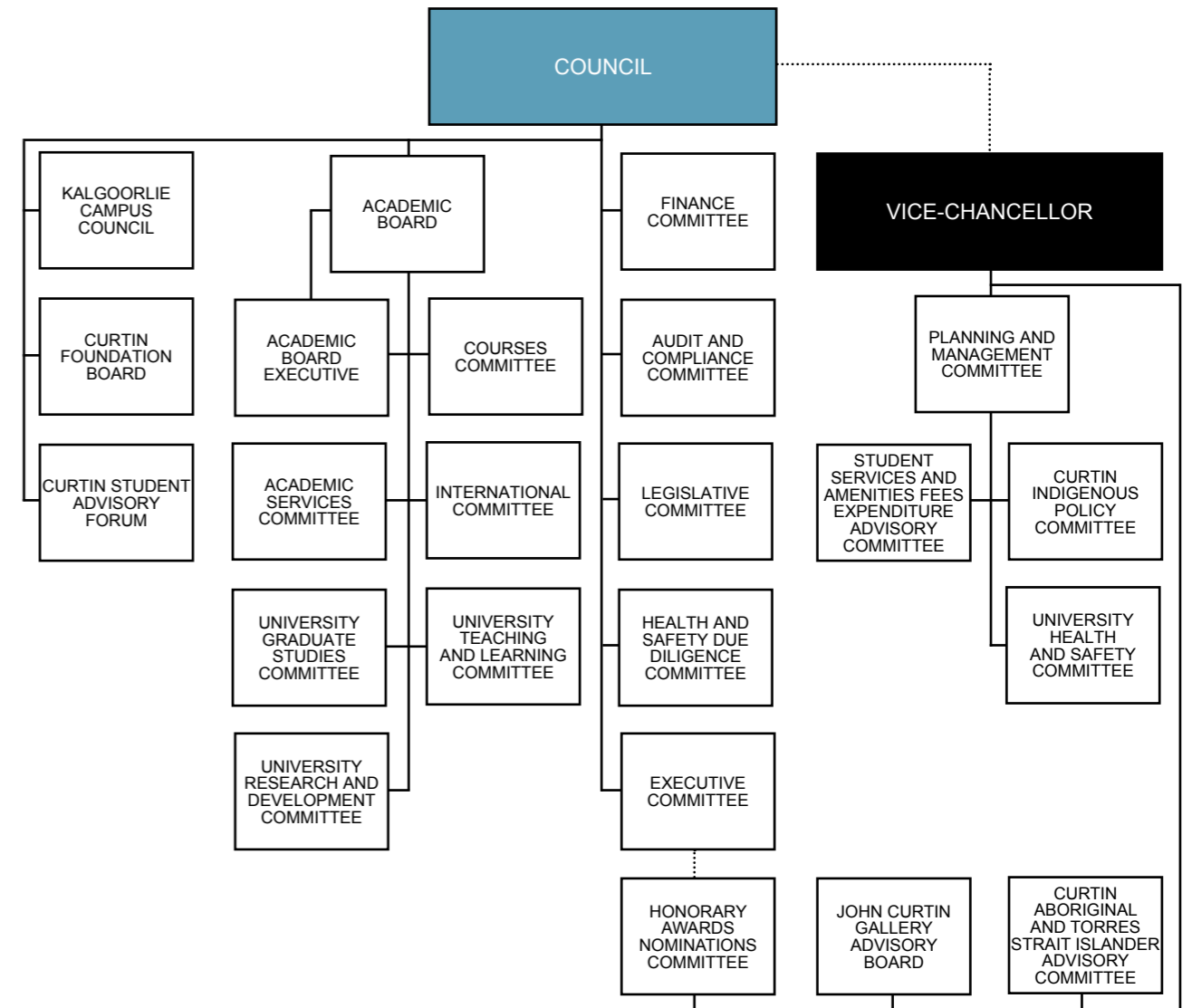
	Commenced	Terminated	Due to expire
Members elected by students			
Ms Cairney Lucks	1/1/2014	31/12/2014	
Ms Eva Przenioslo	1/1/2014	31/12/2014	
	1/1/2013	31/12/2013	
Member elected by full-time salaried (general) staff			
Mr Andy Sharp B Larch (Canberra) MBA (Curtin)	18/6/2013	current	17/6/2016
Co-opted Members			
Mr Colin Beckett (Chancellor from 1/01/2013) MA (Cantab) MICE	1/4/2013	current	31/12/2015
	Previously appointed by the Governor in Council 19/10/2010 – 31/3/2013		
Mr Steve Scudamore BA Hons, MA (Oxon), FCA, SF Fin, FAICD	1/4/2014	current	31/3/2017
	1/4/2011	31/3/2014	
Mr Gene Tilbrook BSc DipComp MBA (UWA) AMP (Harvard) FAICD	1/4/2012	current	31/3/2015
	1/4/2009	31/3/2012	
Member who is a member of the Academic Board elected by and from the Academic Board			
Associate Professor Linley Lord DBA (Curtin) Postgrad Dip Bus (Human Resource Development) (Curtin) BSc (UWA)	1/4/2014	current	31/3/2016
	1/4/2012	31/3/2014	

REPORT ON OPERATIONS (CONTINUED)

MEMBERS OF COUNCIL FOR 2014 (continued)



Members of Council:
 Back row from left to right: Cairney Lucks, Chris Bennett, Eva Przenioslo, Sue Wilson, Andy Sharp, Keith Spence, Associate Professor Linley Lord, Professor Dale Pinto
 Front row from left to right: Dr Michael Stanford (Pro Chancellor), Colin Beckett (Chancellor), Professor Deborah Terry (Vice-Chancellor)
 Absent: Cathryn Carver, Kim Bridge, Michael Lishman, Steve Scudamore, Professor Glenda Scully and Gene Tilbrook

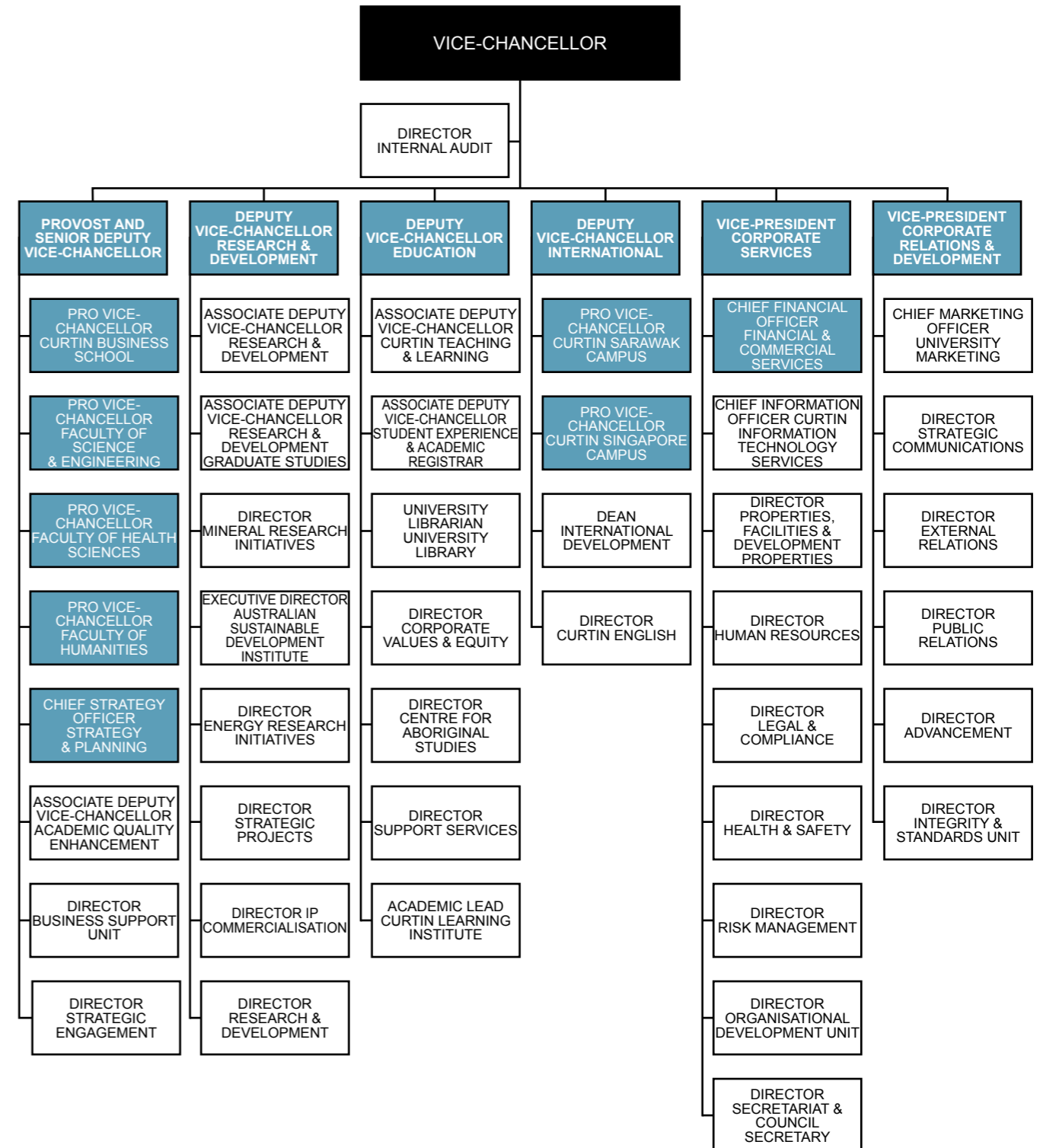


REPORT ON OPERATIONS (CONTINUED)

ADMINISTRATIVE STRUCTURE

Vice-Chancellor	Professor Deborah Terry (17 February 2014 – 31 December 2014) Professor Colin Stirling (Acting 1 January 2014 – 16 February 2014)
Provost & Senior Deputy Vice-Chancellor	Professor David Wood (Acting)
Deputy Vice-Chancellor, International	Professor Simon Leunig (Acting 6 October 2014 – 31 December 2014) Professor Simon Ridings (Acting 1 January 2014 – 5 October 2014)
Deputy Vice-Chancellor, Research and Development	Professor Graeme Wright
Deputy Vice-Chancellor, Education	Professor Jill Downie
Vice-President, Corporate Relations and Development	Ms Valerie Raubenheimer
Vice-President, Corporate Services	Mr Ian Callahan
Pro Vice-Chancellor, Curtin Business School	Professor Tony Travaglione
Pro Vice-Chancellor, Health Sciences	Professor Michael Berndt
Pro Vice-Chancellor, Humanities	Professor Majella Franzmann
Pro Vice-Chancellor, Science and Engineering	Professor Andris Stelbovics
Pro Vice-Chancellor, Sarawak	Professor James Mienczakowski
Pro Vice-Chancellor, Singapore	Professor Robert Evans
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Mr Marco Schultheis

ORGANISATIONAL CHART



REPORT ON OPERATIONS (CONTINUED)

STAFFING MATTERS

Reshaping of the academic workforce

The University completed the reshaping of its academic workforce in June 2014. The resulting changes will improve workforce capabilities to meet strategic plan outcomes and create new academic career pathways for academic staff.

Over the two year period of academic reshaping, 230 teaching academic and research academic continuing positions were created. With the introduction of specialist academic roles, the need for blended or integrated academic roles has reduced from 100 per cent to 60 per cent of the academic workforce. In consequence, some 150 academic staff either accepted early redundancy or were notified of redundancy and exited the organisation.

EQUIP Proposal for Major Change

The implementation of the EQUIP Proposal for Major Change impacted upon approximately 700 University staff in the areas of Research and Teaching Administration, Human Resources, Finance, Corporate Relations and Development, School Administration, Student Services and Graduate Studies. Approximately 750 staff members have been confirmed in continuing positions, with approximately 30 vacancies remaining across the eight functional areas. Most of the new roles have been filled from existing continuing and fixed-term staff members.

The ultimate outcome of EQUIP has been a reduction in the number of generalist roles in the University's organisational structure and an increase in focused or specialist roles. This has provided additional and more diverse career and development opportunities for Curtin staff.

EQUIP dispute

In July 2014, the University was in dispute with the National Tertiary Education Union (NTEU) and the Community and Public Sector Union (CPSU) regarding its change management process, in particular, the University's right to transfer a staff member to a suitable alternative position. Through intensive negotiation, an understanding of the operation of the Enterprise Agreement change management and consultation clause was agreed upon and captured in a memorandum of understanding made between the NTEU and CPSU on 11 August 2014. This was important in setting up dispute free change management processes for the coming years.

Individual staff disputes

Four claims were brought before the Fair Work Commission (FWC) during 2014, with three of these being resolved by agreement or dismissal and one being discontinued. One such dispute, claiming a contravention of a general protection order, was resolved through mediation. Another dispute, related to a claim for redundancy payment, was eventually withdrawn. Only one unfair dismissal (constructive dismissal) claim, lodged in 2013, was dealt with in 2014, with the application being dismissed by the FWC. The fourth matter, involving a dispute of the redundancy process, was discontinued in the FWC, with recommendation that the parties resolve the broader issues in dispute outside of the commission. This matter is proceeding through the University Redundancy Review Committee process.

Enterprise bargaining – Early Childhood Centre

In March 2014, Curtin University began bargaining with United Voice and nominated Early Childhood Centre (ECC) staff representatives to negotiate a new enterprise agreement for the centre. All parties reached agreement in principle for the Curtin University Early Childhood Centre Enterprise Agreement 2014-2017 on 30 October 2014. An electronic vote for the agreement was conducted amongst eligible ECC staff in early December 2014, resulting in a majority voting in favour of the agreement. The new agreement was subsequently submitted to Fair Work Australia (FWA) and it commences operation seven days after the date of FWA approval.

The new agreement meets the business needs of this service of the University, supporting the attraction and retention of high quality staff and maintaining a strong and viable business. The agreement provides a 4 per cent pay increase per year (up to 30 June 2017) for ECC staff. All Log of Claims items tabled by the University were attained, including the removal of salary increase alignment with the Curtin University Academic, Professional and General Staff Enterprise Agreement 2012 – 2017; an increase in the span of ordinary hours of work; removal of triple time weekend overtime payment; alignment with non-Curtin public holidays; and modernisation and clarification of many existing ECC conditions.

Health, safety and emergency management

Health and safety

The University is committed to providing and maintaining high standards of 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 committees and the overarching University Health and Safety Committee, with the aim to continually improve processes for managing health and safety in the workplace.

2014 saw the merger of the Emergency Management portfolio with the Health and Safety department to form a team focused on health, safety and emergency risk management practices across the University. The department was renamed Health, Safety and Emergency Management.

An emergency management framework was developed to oversee the response and initial management of emergencies across Curtin's WA campuses through the implementation of emergency management plans. An Emergency Planning Committee and Emergency Management Teams were formed and are made up of Curtin personnel across various key functions.

Curtin emergency management representatives are now also active members on both Local and District Emergency Management Committees, continuing to strengthen our emergency management position within the community, as well as relationships with external key stakeholders and agencies.

The 2014 Health, Safety and Emergency Management Plan focused on strategies to deliver sustained health and safety performance in all areas and key objectives were achieved.

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

- development of a chemical safety management system
- 2014 Safety and Health Representative elections
- development of a health monitoring program and database
- development of emergency management plans for Bentley, CBD and Kalgoorlie Campuses
- emergency risk management workshops and resulting plans, including pandemic and heatwave
- emergency management drills and exercises in consultation with hazard management agencies including DFES and WA Police.

Workers' compensation and injury management

The University continues to provide a dedicated service to assist staff return to work following injuries or illness through its early intervention Injury Management Service. This service ensures the University meets its obligations under the Workers' Compensation and Injury Management Act, 1981 and demonstrates best practice in relation to injury management practices for non-compensable conditions.

The service continued to provide workplace adjustment for staff with disability and expert human factors and ergonomic advice related to manual handling and job design.

The portfolio was enhanced in 2014 with the inclusion of Curtin's wellness program for staff. This proactive, preventative approach to injury and illness has been a key feature of several holistic injury management reviews across Curtin to improve health and safety. The University has seen an improvement in staff wellness from 2012 in its recent staff satisfaction survey, and it's anticipated that this approach will result in further improvements in the coming years.

REPORT ON OPERATIONS (CONTINUED)

2014 reportable key performance indicators

Measure	Actual results			Results against target	Comment on result
	2012	2013	2014		
Number of fatalities	0	0	0	0	Meets target
* Lost time injury/disease (LTI/D) incidence rate	0.39	0.42	0.44	0 or 10% improvement on the previous 3 years	Consistent with the last 3 years figures
** Lost time injury/disease (LTI/D) severity rate	7	0	0	0 or 10% improvement on the previous 3 years	Consistent with 2013
*** Percentage of injured workers returned to work within					
(i) 13 weeks	87%	64%	61%	Greater than or equal to 80% return to work within 26 weeks	A total of 83% of staff returned to work within 26 weeks in 2014
(ii) 26 weeks	100%	86%	83%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	74%	88%	60%	Greater than or equal to 80%	This is a biennial course, hence fluctuation from 2013.

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

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

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

SIGNIFICANT ISSUES AND TRENDS

Effect of economic and other factors

This has been an interesting year for higher education policy with the sector facing uncertainty and engaging in lively debate as a result of the Government's proposed higher education reforms. The legislation contains wide-ranging changes including the deregulation of domestic undergraduate university fees and an expansion of the demand driven funding system.

Potential policy changes would significantly affect the university landscape, creating a diversified, highly competitive market for existing universities and non-university higher education providers as well as new entrants including private and/or fully online providers. The reforms will be further debated in 2015. Curtin undertook analysis and planning in preparation for the higher education policy changes and is well positioned to respond to the reforms should they be passed by the Senate.

Global competition for talented students and staff continued to intensify in 2014. International education remained Australia's fourth largest export and a forthcoming national strategy is anticipated to strengthen the policy environment. An upturn in international student commencements has coincided with the softening Australian dollar. Growth has been marginal in Western Australia this year however the outlook for 2015 and beyond is positive.

With advances in technology, more universities are venturing into online education provision, blending on-campus with online courses and using the massive open online course (MOOC) trend as a catalyst to explore alternative teaching and business models. There has also been a focus on strengthening the link between higher education and industry.

WA remains a top performing state in terms of economic environment and population growth however the resources boom has shifted from its construction phase to a production phase resulting in a shift in labour requirements. At the same time, commodity prices have softened further and consequently, unemployment rates rose in 2014. Although increases in unemployment have traditionally had a positive impact on student demand, this did not materialise during 2014. This could be a result of the reliance on interstate and overseas migration during the resources boom.

During 2014, Curtin continued to ensure its operations remained highly competitive, and considerable work was undertaken to position the University to meet emerging market and regulatory challenges.

Curtin experienced growth in domestic intake in 2014. Domestic bachelor degree new enrolments increased from 9,503 in 2013 to 10,063 in 2014, with the majority of the

increase (9 per cent) stemming from the school-leaver market segment. Overall, Curtin achieved 7 per cent growth in total domestic undergraduate student enrolments.

While the WA unemployment rate increased during 2014, Curtin's domestic postgraduate coursework enrolments fell by 2 per cent, compared to a 2 per cent growth between 2012 and 2013.

Domestic Higher Degree by Research (HDR) enrolments recorded 2 per cent growth in 2014, and International HDR enrolments grew by 6 per cent.

International offshore enrolments increased 1 per cent in 2014 over the prior year, while international onshore enrolments fell by 1 per cent.

CHANGES TO THE LEGAL ENVIRONMENT AFFECTING THE UNIVERSITY IN 2014

Commonwealth Legislation

From 1 January 2014, a worker who reasonably believes that he or she has been bullied at work can apply to the Fair Work Commission for an order to stop the bullying. The Fair Work Act 2009 provides that bullying at work occurs when a person or a group of people repeatedly behaves unreasonably towards a worker or a group of workers and the behaviour creates a risk to health and safety.

This legislative amendment applies not only to Curtin's employees but also contractors/sub-contractors, apprentices/trainees, work experience students and volunteers.

Western Australian Legislation

There were no significant State legislation changes that applied to the University in 2014.

REPORT ON OPERATIONS (CONTINUED)

OTHER DISCLOSURES AND LEGAL REQUIREMENTS

Act of grace payments

Under the University's policy on Act of Grace Payment, Curtin undertakes to report through its Annual Report all Act of Grace payments made in each financial year. In 2014 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 2014 the following costs were recorded against these items:

	Sum of GST Exclusive amount \$
Advertising agencies	3,551,282
Campaign	2,721,815
Non-campaign	829,467
Market research organisations	79,320
Media advertising organisations	3,183,165
Direct mail organisations	58,605
Grand total	6,872,372

Capital works

Greater Curtin – Stage One analysis

The Greater Curtin vision is for the Curtin Bentley campus to be transformed into a vibrant and connected environment that brings education, research, industry and culture together to create a world class knowledge and innovation hub that extends beyond just buildings. It's a place that allows staff, students, stakeholders, researchers, businesses, entrepreneurs and the community to meet, share and learn together in a way which supports the economic development of Western Australia.

A Greater Curtin Project Control Group chaired by Mr John Langoulant was established in 2014 to direct planning for the implementation of Stage One of the Greater Curtin Master Plan. Key to this was the completion of a market demand and business case analysis by Ernst & Young. The study concluded that Stage One is commercially viable over a 10-15 year period and that it is reasonable to continue to pursue the Greater Curtin strategy.

Key components of Greater Curtin Stage One include:

- roads and other infrastructure
- a central bus interchange
- 1,500 student accommodation beds
- up to 100 room short stay hotel accommodation
- Curtin University occupied space for teaching and learning, academic, research and/or administration needs
- University partner aligned commercial space
- village, retail and recreational facilities.

The business case recognised that Stage One is inherent to the University's strategic objective to be an international leader in research and education. We must create a "great place" to become a destination of choice to attract high quality students, researchers, businesses and industries to foster collaboration and innovation. The business case assumed that many of the proposed lot developments would be funded and constructed by third parties although at this stage the University retains the flexibility to make decisions about this on a case-by-case basis. Discussions with possible partners, including the Department of Food and Agriculture Western Australia, have run parallel to the Ernst & Young process.

Humanities - Building 501 refurbishment

A \$20 million refurbishment of Building 501, a major existing building in the Humanities precinct housing the School of Education, is due for completion by the start of first semester 2015 and will deliver teaching, research and staff accommodation to bring the faculty up to contemporary University standards.

Teaching and medical – Building 410 construction

Building 410 is planned to house the proposed Curtin Medical School and to support contemporary teaching and learning activities. Construction is currently underway with occupation planned for the commencement of 2016 at a capital cost of approximately \$48 million.

The project also includes the construction of a new road designed as a slow speed laneway environment that will link the University Main Street and Building 410 to the Campus Corso.

Research facilities – Building 304 construction

Construction has commenced for Building 304 which will provide PC2/QC 3 laboratories and research facilities to support the University's initiatives. The Building will have an estimated cost of \$40 million, a gross floor area of approximately 4,500m² and is to be located on the eastern edge of the Bentley Campus adjacent to the bus terminus and other research facilities in Building 300 and Building 311. Project completion is planned for mid 2017.

Business education – Wesfarmers Court

Located adjacent to Angazi Café and Curtin Business School (Building 408), the first stage of the Wesfarmers Court Redevelopment was officially opened in December 2014. Planning has been completed for the second stage of the project and construction is planned to commence in early 2015. The project is designed to bring technology into the outside realm and provide an active informal space. The creation of the space has been made possible through the generosity of Wesfarmers whose financial support has allowed the design to proceed to its next stage.

Infrastructure

Significant performance improvements have been achieved through upgrades to mechanical infrastructure with a total project value of \$8.9 million. Upgrades to the chilled and heating water infrastructure will satisfy recent and future demand increases and reduce energy consumption in the delivery of chilled and heating water on campus.

Upgrades to electrical infrastructure have a total project value of \$8 million. Projects included transformer and main switchboard upgrades to improve the overall integrity of the network. Internal and external lighting upgrades improve performance and reduce power demand. The maintenance of compliant fire safety systems was also an essential program.

Other projects included the improved management of hazardous materials and dangerous goods in Bentley and Kalgoorlie, supporting the University's Disability and Access Inclusion Plan, and rationalising the delivery of mains water services to the southern end of the Bentley Campus. The total program had a value of \$4 million.

Kalgoorlie Campus student housing, library and laboratories

The project to replace the existing student housing at Kalgoorlie with the construction of facilities accommodating 180 new beds and 48 refurbished beds is underway with construction due to commence in early 2015. To meet the constraints of the regional location it is anticipated that innovative modular construction will be used. The anticipated total cost is \$30 million with \$20 million being contributed from Royalties for Regions funding.

During the year, major upgrades to the library and laboratory facilities at the Kalgoorlie Campus were also completed.

Student services - B101 refurbishment

B101 will transform the student experience by providing a one-stop-shop for all student services needs. The upgrade also provides significantly improved staff accommodation through the use of contemporary open plan design. The refurbishment forms part of the University's broader Professional Staff Accommodation planning for buildings 101, 109, 200B, 105 and 599.

The anticipated project cost, which includes roofing repairs, is \$13 million. Preliminary test fits have been undertaken to analyse design opportunities and space requirements. It is expected that the project will be delivered in 2015.

REPORT ON OPERATIONS (CONTINUED)

Directors' and Officers' Liability Insurance

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

In 2014, the University paid a premium in respect of a contract of insurance for the directors and officers of the University and all related bodies corporate, against liabilities incurred in acting in such capacities to the extent permitted under the Corporations Act 2001. The contract prohibits the disclosure of the nature of the liabilities and/or the amount of the premium.

Disability Access and Inclusion Plan outcomes

Good progress was made on the major initiatives of the University's Disability Access and Inclusion Plan (DAIP), most notably the Curtin Physical Access Plan and support for students on the autism spectrum. A successful pilot of a specialist mentoring program for students on the autism spectrum was completed and is now in the evaluation phase.

The DAIP Implementation Committee Advisory Members are 'buddied' with senior Curtin staff and have been approached to assist in benchmarking our access and inclusion practices in 2015.

Curtin was the major sponsor for the 2014 Pathways 12, the national conference for Disability professionals working in the Australian and New Zealand tertiary sector.

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

Counselling and Disability Services staff were located part-time in the Centre for Aboriginal Studies to support indigenous students and staff. Professional development opportunities were also increased to improve understanding and collaboration with Aboriginal and Torres Strait Islander students and staff.

Curtin supported the First Peoples Disability Network Australia, a national organisation that aims to be a strong voice of and for Aboriginal and Torres Strait Islander people with disability and their families.

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

The initial planning phase began for the Curtin Physical Access Plan, based on universal design principles for access and inclusion. The project has seen the appointments of a Community Access and Inclusion Advisor and Consultants to run the project.

The 2014 Universal Design competition was open to undergraduate students in Occupational Therapy who gained credit for their entries.

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

Curtin Survey Approvals for research involving students includes DAIP access and inclusion requirements.

A process was developed for the removal and archiving of old, non-compliant web content. The QA checklist for web content developers has been reviewed and disseminated.

The 2014 procurement process for a new University-wide web content management system enshrined accessibility compliance as an essential functional requirement. All software vendors have reported regarding their 'roadmaps' to meet accessibility standards.

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

Curtin staff education continues with the nationally accredited Mental Health First Aid Course, mindfulness workshops for improving mental health awareness, disability awareness workshops, Mental Health in the Workplace and Managing Stress.

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

The Integrity and Standards Unit (previously the Professional Standards and Conduct Unit) reviewed its processes in assisting people with disability to make a complaint or resolve a conflict. The Curtin complaints website has been externally tested for accessibility by a member organisation of the DAIPIC Advisory body.

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

The Guidelines for Accessible Public Consultation were adopted.

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

A Curtin talent pool for open employment opportunities for people with disability was piloted in 2014. Staff with Disability education included training for Occupational Safety and Health Managers and their Supervisors.

Agents and contractors

The Agents and Contractor Disability Services Act (WA) 1993 reporting requirement was included in new Procurement Governance Framework.

REPORT ON OPERATIONS (CONTINUED)

Environmental sustainability

Energy efficiency

Curtin has a strong focus on energy efficiency to reduce greenhouse emissions and energy costs. To achieve the best possible energy efficiencies, the University continually reviews opportunities to improve building performance.

The 2014 lighting upgrade of sections of levels five and six at the Robertson Library resulted in a 65 per cent (approx.) reduction in electricity use and associated greenhouse gas emissions due to lighting. The LED lighting refit has a calculated payback period of only three years and has not only resulted in significant energy savings but has also achieved better lighting quality (reduced shadows on bookshelves), improved user satisfaction, lower maintenance costs (replacement is required every 20 years as opposed to every four) and more environmentally friendly end-of-life disposal (LEDs do not contain mercury).

These remarkable results have prompted the refit of levels two to four and the remaining sections of levels five and six for 2015, where state-of-the-art LED lighting with dimmed controls linked to motion sensors will be introduced. It is expected that when the refit is completed, the Library will be using approximately 75 per cent less energy due to lighting.

Biodiversity

2014 saw more than 100 trees planted along Kent Street and at the corner of Manning Road and Kent Street as part of our tree offset commitment under the University's Urban Forest Plan. Our aging tree population has necessitated some trees to be felled, however we are planting four new trees for every black cockatoo roosting and/or feeding in a tree that needs to be cut.

Four bi-monthly evening counts confirm that Carnaby's black cockatoos continue to feed and roost on the Bentley campus and Technology Park. They also utilise a number of troughs that were installed on campus in 2012 to provide them with reliable and safe access to water in summer.

Waste

Curtin University was Highly Commended at the 2014 Infinity Awards organised by the WA Waste Authority. The Awards provide public recognition to individuals, business, local and state government agencies and community organisations that demonstrate innovation and commitment to reducing waste and increasing re-use and recycling.

The award recognises Curtin's electronic waste recycling program, which has been in place since 2010. The two-tier program targets not only the ongoing electronic waste generated by the University's own teaching and research business functions, but also the recycling of staff and students' personal household items through free community collections.

Since the start of the program, the University has diverted 48 tonnes of electronic equipment from landfill. Curtin University's initiative is the most comprehensive and effective e-waste collection program run by a Western Australian university.

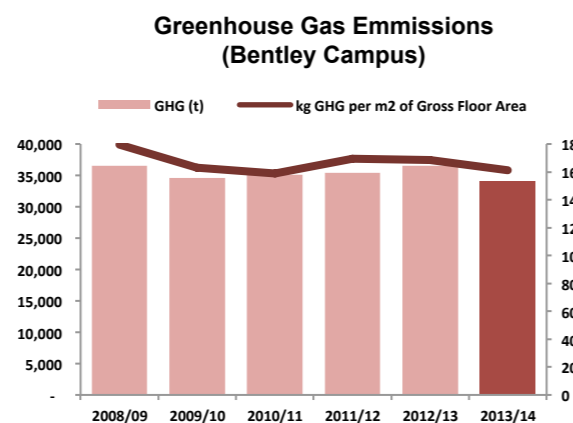
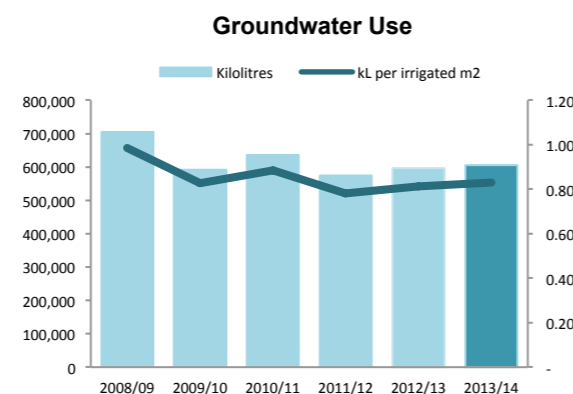
Pricing policies on outputs provided

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

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

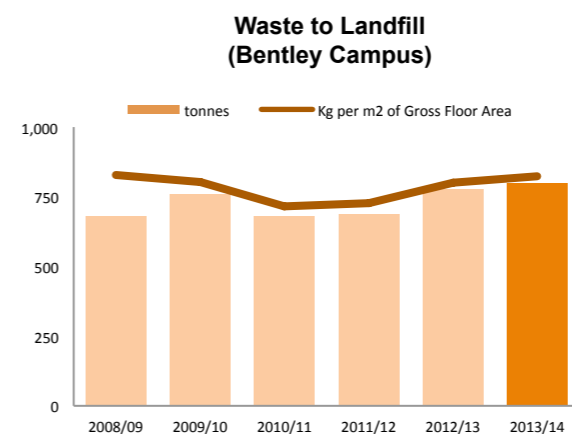
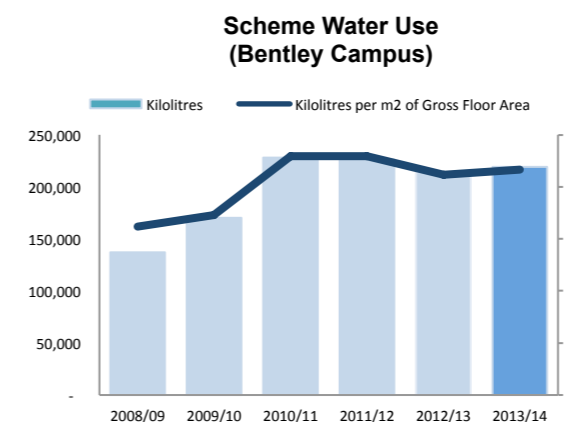
Tuition fees for other students are determined by taking into account a number of factors, such as cost of delivery, 'market' factors and legislative requirements.

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



Recordkeeping – compliance with the State Records Act 2000 (WA)

Curtin is committed to the reliable and systematic management of its documents and records in accordance with good practice standards. As Curtin University was established under an Act of the Parliament of Western Australia, it is also subject to the provisions of the State Records Act 2000 (WA). In accordance with this Act, Curtin works under an approved Recordkeeping Plan (RKP). The RKP contains timelines and responsibilities for improving recordkeeping practices at Curtin. The Records & Information Management (RIM) team develops policies, processes, training and tools to assist staff to meet the requirements of the plan. The RKP was reviewed in 2013-14 and a revised version was approved by the State Records Commission on 1 August 2014.



Significant improvements and developments

- Enhancements were made to the Curtin Records and Information System (CRIS) to improve functionality and efficiency.
- Renovations of the Records and Information Management (RIM) warehouse facility at Technology Park commenced, to allow for more efficient use of the space. Rationalisation of a second warehouse also occurred to accommodate the expansion of the Curtin Institute for Radio Astronomy.
- A total of 1,230 boxes of University records were processed, approved and securely and legally destroyed.
- A total of 4,022 boxes of inactive legacy information were processed and transferred from business areas to Curtin's offsite storage provider.
- Work continued on improving records management at the Curtin WA School of Mines in Kalgoorlie. The capture and recording of archival and historical material in various formats also continued.
- A major review of the records management training was conducted. Improved group training was developed and implemented.
- Significant progress was made on improving the quality of data contained in the Contracts and Agreements Register. 5,644 contracts and agreements previously held in the RIM vault were processed, boxed up and archived.
- Training, support and advice were provided for several significant inactive records projects involving Research Ethics and the Centre for Aboriginal Studies.
- Guidelines for the use of cloud computing at Curtin were developed and disseminated to staff.
- RIM worked with areas to review and provide advice on the structure of shared network drives to improve useability and compliance.
- The Electronic Document Management System (eDRMS) strategy, business case and road map were submitted to the senior executive.

REPORT ON OPERATIONS (CONTINUED)

Ongoing records training

- Training modules, run on a monthly basis, were made available to all staff and covered topics such as creating and keeping records, sentencing, retention, disposal of information and managing email. A total of 270 staff attended in 2014.
- A further 120 one-on-one CRIS training and support sessions were provided to staff.
- A total of 33 staff were trained in the use of the Contracts and Agreements Register.
- More than 1,900 staff completed online information management awareness training in 2014. All staff are required to complete this training within two months of starting at Curtin, and are required to repeat the training after two years. The content and delivery of the training was reviewed in 2014 with a new version to be released in 2015.
- Education and training was provided to 155 staff on freedom of information responsibilities. Education sessions on the Australian Privacy Principles, which came into force in March 2014, were delivered to 250 staff.

Risk management

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

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

In 2014 a three-year Risk Management Plan was adopted which includes the following three delivery horizons, with a view to 2017:

- Horizon One - Culture and Appetite - A shared understanding of Curtin's risk appetite and an embedded risk-aware culture
- Horizon Two - Governance and Oversight - Governance and process frameworks are fit-for-purpose, efficient and effective
- Horizon Three - Strategy and Insight - Intelligence is shared, decisions are explicitly risk-adjusted and risk insight informs strategy.

2014 also saw Curtin's risk appetite and risk reference tables revised by Council. The three categories listed below were added to the consequence table in the risk reference tables:

- Project risk as part of objectives and performance
- Environment risk
- Stakeholder risk including students, staff, agents, suppliers and contractors.

Additional risk tools developed during 2014 include a fieldwork risk framework for staff and students which covers:

- travel risk
- health, safety and emergency management
- learning outcomes
- research outcomes
- contract arrangements
- insurance
- compliance and approvals.

Work continued on implementation of a University-wide approach to business continuity with improved templates and tools covering:

- business impact assessments
- business continuity plan and recovery strategies
- preparation of battle boxes
- incident exercises.

Significant progress has occurred in IT business continuity and disaster recovery processes. During 2014 the response team participated in several exercises which simulated IT incidents. To address a concern that the University's IT

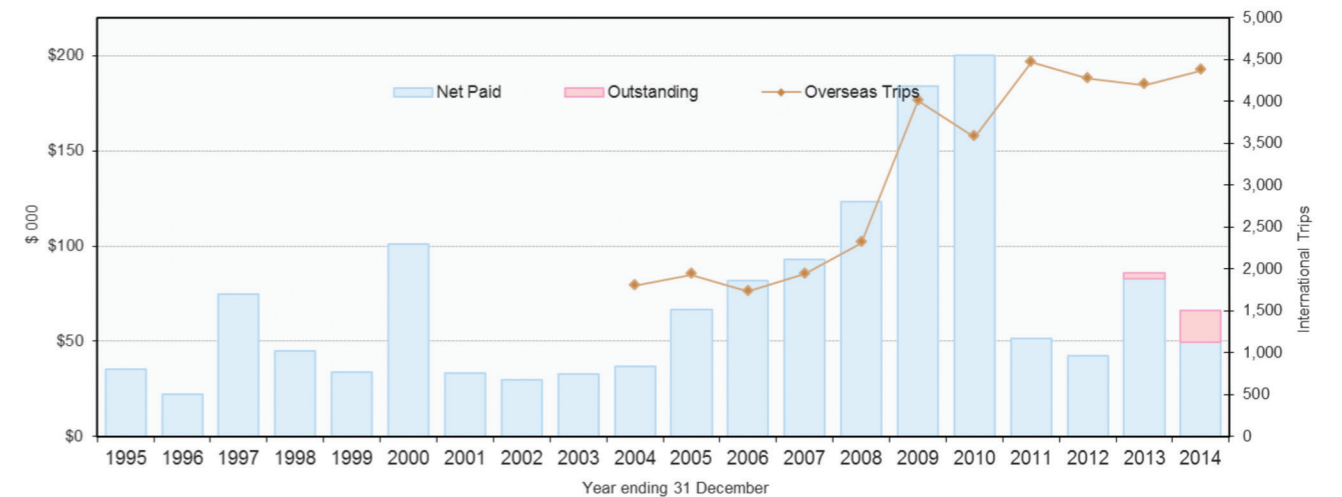
disaster recovery time was outside the agreed risk appetite of three days, Curtin now runs two active data centres. In the event of an issue with one of the data centres, load can be transferred to the centre that remains functional. Work also began to address another data dependency identified as outside the agreed three-day turnaround.

Work commenced in 2014 to identify and implement systems to improve reporting and analysis across both operational risk and business continuity. Improved dashboard reporting now integrates key performance indicators, key risk indicators, and project and risk performance.

The Critical Incident Management Framework was further enhanced through on campus exercises with external agencies and testing of Curtin's emergency notification systems.

In 2009, policy and system changes were introduced to better manage Curtin's travel risk. The graph below shows the outcomes of a continuous improvement approach to travel risk. Despite the number of overseas and domestic trips reaching almost 9,000 in 2014, there has been a continual decline in the number of travel insurance claims. Consequently, Curtin's travel insurance premium has also reduced significantly over this time.

Curtin University Travel Claims



REPORT ON OPERATIONS (CONTINUED)

Senior officer disclosures

The senior officers of the University have declared:

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

Strategic procurement

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

Subsidiary bodies

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

At 31 December 2014, the University has no subsidiaries.

University publications and marketing activities

The Strategic Marketing and Engagement Plan, built around the three pillars of recruitment, reputation and impact, together with a restructure of the Corporate Relations and Development portfolio, saw significant change to marketing and publications functions in 2014. This has given the University a clear direction for its marketing activity and improved workflows.

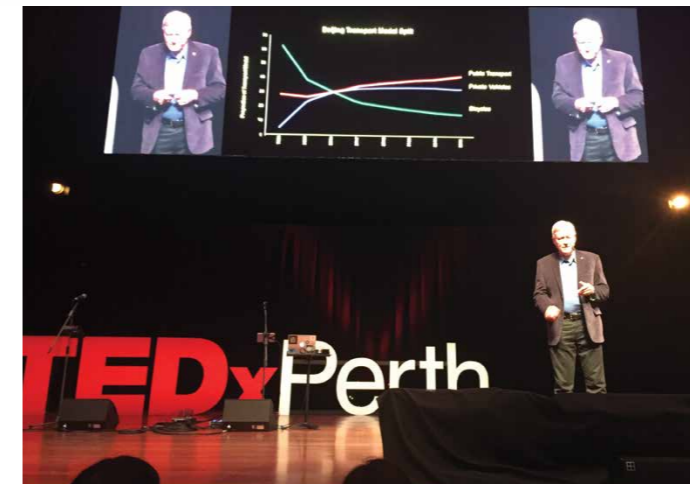
Publications and marketing activity has been improved through the addition of faculty marketing teams within University Marketing. This will serve to improve collaboration between University Marketing and the faculties, and ultimately strengthen Curtin's integrated marketing activity.

A key achievement in 2014 was a record attendance for the biggest recruitment event of the year, Open Day, which attracted more than 21,000 visitors, despite a reduced number of school leavers reaching university age in 2015.

University Marketing launched the University's new positioning campaign in 2014: *Awesome Awaits*. This was developed in response to market insights of the growing lack of differentiation between university communications here in Western Australia. The clearly unique creative platform, underpinned by a value proposition centered on how Curtin can help someone unlock their potential, has helped reinforce the University's market share position as the most preferred university in WA.

2014 also saw a move toward digital publications, with University Marketing creating a digital offering of the University's research magazine, *R&D Now*, and working towards digital undergraduate prospectuses, expected to be available from the Apple App Store in January 2015. This shift acknowledges a trend in consumer behaviour, and helps ensure efficient global distribution of the University's marketing communications.

Curtin International Future Students website



TEDxPerth in 2014



Fringe World Festival

Other highlights in 2014 included:

- engaging with more than 40,000 prospective students and their influencers at 414 career events, including:
 - 229 visits to high schools
 - 96 on-campus group visits
 - 89 career expos.
- managing more than 33,000 future student enquiries across phone, email and face-to-face
- launching the new International Future Students responsive website, accessible across mobile, tablet and desktop with refreshed content and a focus on rich video
- a strong focus on social media platforms, which resulted in Curtin dominating social media amongst WA universities. The University ended 2014:
 - first in WA and third nationally for Facebook followers and engagement
 - second most views on YouTube behind UWA, with more than 1.3 million video views
 - first in WA for Twitter, LinkedIn and Instagram followers.
- identifying and executing key sponsorship opportunities to support Curtin's brand positioning and reputation objectives, including:
 - TEDxPerth – continuing as Principal Partner for the third year
 - Fringe World Festival – commencing as Key Partner for 2015.

Voluntary Code of Best Practice for the Governance of Australian Universities

At its meeting on 7 December 2011, Council adopted the Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. A compliance report for 2014 was noted by Council at its meeting on 10 December 2014. The University complies with all 14 protocols.

CURTIN KEY STATISTICS

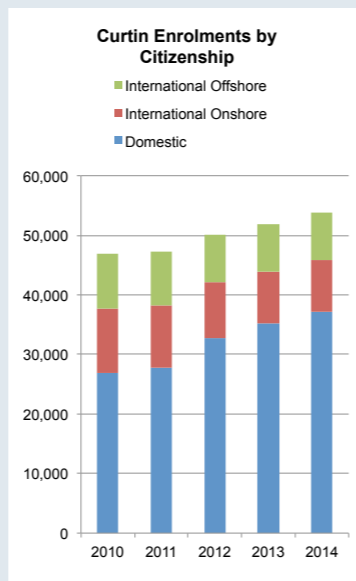
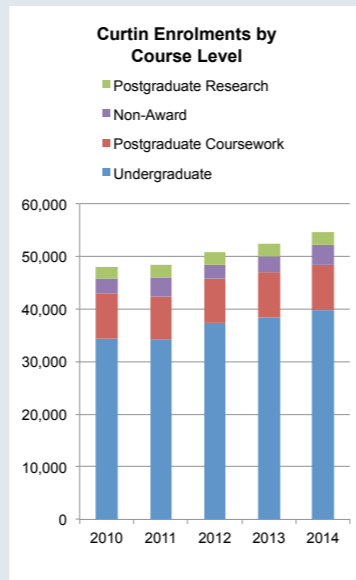
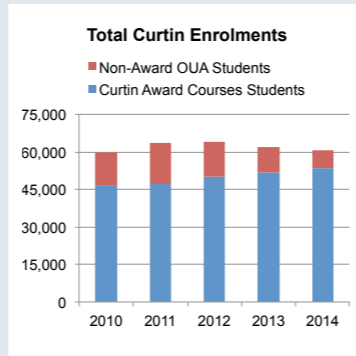
	2010	2011	2012	2013	2014
STUDENT HEADCOUNT					
Total Curtin Enrolments	59,627	63,479	64,042	61,724	60,762

	2010	2011	2012	2013	2014
STUDENT HEADCOUNT EXCLUDING NON-AWARD OPEN UNIVERSITIES AUSTRALIA (OUA) STUDENTS *					
Total Curtin Enrolments	46,911	47,318	50,106	51,595	53,617
Attendance: Full-time ratio	73%	72%	69%	68%	68%

Course Level	2010	2011	2012	2013	2014
Postgraduate Research	2,099	2,257	2,329	2,306	2,396
Postgraduate Coursework	8,611	8,270	8,522	8,597	8,579
Undergraduate	34,435	34,111	37,303	38,362	39,825
Non-Award	2,786	3,673	2,638	3,071	3,814

Broad Field of Education	2010	2011	2012	2013	2014
Agriculture, Environmental and Related Studies	350	279	219	197	212
Architecture and Building	2,083	2,155	2,268	2,309	2,366
Creative Arts	3,446	2,140	1,390	1,064	988
Education	1,653	1,666	4,231	4,675	4,531
Engineering and Related Technologies	5,766	6,161	6,484	6,541	6,965
Health	7,753	8,066	8,617	9,313	9,788
Information Technology	962	887	871	718	600
Management and Commerce	17,159	16,294	15,300	14,407	14,373
Natural and Physical Sciences	3,018	3,065	3,262	3,693	3,809
Society and Culture	4,673	6,815	7,626	8,894	10,486
Non-Award	1,293	1,093	819	886	900

Demography and Equity					
Student Citizenship					
Domestic Students	2010	2011	2012	2013	2014
Domestic Students	26,977	27,794	32,823	35,229	37,218
International Students studying in Australia	10,736	10,365	9,267	8,742	8,656
from : China (%)	29%	31%	32%	32%	30%
Malaysia (%)	15%	15%	15%	14%	13%
Indonesia (%)	8%	7%	7%	7%	6%
India (%)	4%	3%	2%	3%	4%
Singapore (%)	5%	5%	5%	5%	4%
International Students studying outside Australia	9,198	9,159	8,016	7,818	7,926
from : Malaysia (%)	38%	42%	38%	37%	37%
Singapore (%)	20%	17%	19%	20%	18%
Mauritius (%)	9%	11%	13%	14%	15%
Hong Kong (%)	11%	9%	8%	8%	9%
Indonesia (%)	4%	4%	6%	7%	6%



	2010	2011	2012	2013	2014
STUDENT HEADCOUNT EXCLUDING NON-AWARD OPEN UNIVERSITIES AUSTRALIA (OUA) STUDENTS * (continued)					

Demography and Equity					
Student Citizenship					
Gender					
Female Students	25,110	25,237	27,925	29,121	29,887
Female Proportion	54%	53%	56%	56%	56%

Indigenous Australian Students	446	456	440	410	431
---------------------------------------	------------	------------	------------	------------	------------

Low Socio-Economic Status (SES) Students	3,057	3,261	4,451	4,959	5,469
---	--------------	--------------	--------------	--------------	--------------

AWARD COMPLETIONS					
Total Curtin Completions	2010	2011	2012	2013	2014
Total Curtin Completions	11,251	11,780	11,473	11,267	10,919

Course Level					
Postgraduate Research	202	224	250	284	299
Postgraduate Coursework	3,362	3,378	3,320	3,178	2,994
Undergraduate	7,687	8,178	7,903	7,805	7,626

STAFF (FULL-TIME EQUIVALENT) #					
Total Curtin Staff	2010	2011	2012	2013	2014
Total Curtin Staff	3,555	3,658	3,771	3,950	4,020

Work Function					
Academic					
Teaching	493	559	606	612	629
Research	227	239	262	279	361
Teaching and Research	817	802	784	798	719
Other	120	140	139	138	137
Professional					
Professional	1,897	1,918	1,980	2,122	2,175

* 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 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 2014, while the prior year published in the 2013 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and WA campuses only.

