

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 2015, including one meeting held at Kalgoorlie.

At its meeting on 18 March, Council elected Ms Sue Wilson to the position of Pro Chancellor on 1 April.

At its meeting on 5 August, Council elected Mr Colin Beckett to the position of Chancellor for a second term of three years commencing 1 January 2016.

A Council Strategic Retreat was conducted in November 2015 on the strategic positioning of the University.

Key governance-related activities considered by Council in 2015 included:

- Approval of the following:
 - Key performance indicators for assessing the Vice-Chancellor’s performance in 2015
 - Revised Corporate Governance Statement
 - Revised Entitlements and Remuneration for Members of the University Council Policy and Procedures
 - Revised Accounting Policy Manual
 - Kalgoorlie Campus Strategic Plan 2015-2017
 - Kalgoorlie Campus Council Charter
 - Transition towards a closure of the University’s Sydney Campus
 - New Field of Educational Activity: Bachelor of Medicine, Bachelor of Surgery (BMBBS)
 - Budget for 2016
 - Various honorary awards.

- Noting the following:
 - Reports on the University’s performance against key performance indicators, measures and targets identified in the Strategic Plan 2013–2017
 - Academic assurance statement
 - Submission to the Tertiary Education Quality and Standards Agency (TEQSA)
 - Report on the Your Voice Survey conducted in September 2014
 - Report on academic integrity
 - Reports on the establishment of the Curtin Medical School
 - Reports on Greater Curtin
 - Financial management reports
 - Investment reports
 - Report on the operations of the Kalgoorlie Campus in 2014
 - Report on the activities of the Curtin University Foundation in 2014
 - Reports on Health, Safety and Emergency Management
 - Reports on Equal Employment Opportunity
 - Reports on Integrity and Standards
 - Reports on the application of the Common Seal.

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 2015 as part of Council’s meeting program.

Strategic conversations included:

- Strategic risk
- Square Kilometre Array and radio astronomy
- International strategy.

Portfolio presentations included:

- Teaching and learning
- Research
- Curtin Business School
- Science and engineering.

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:

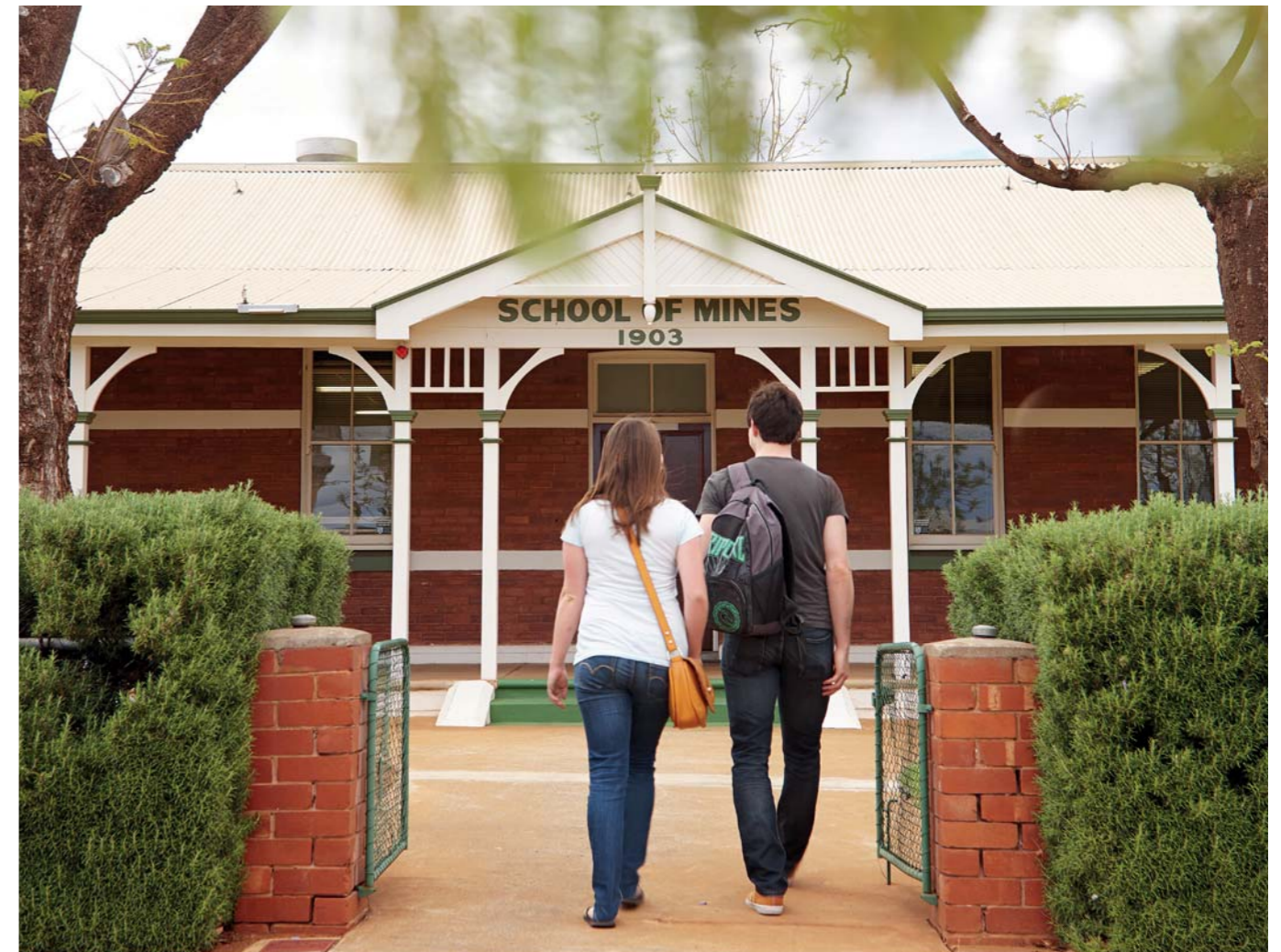
- Executive Committee
- Finance Committee
- Audit and Compliance Committee
- Legislative Committee.

Special purpose committees established by resolution of Council include:

- Health and Safety Due Diligence Committee
- Curtin Student Advisory Forum.

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

- Academic Board Executive
- Academic Services Committee
- Courses Committee
- University Graduate Studies Committee
- University Teaching and Learning Committee
- University Research and Development Committee.



Council met on eight occasions in 2015, including one meeting held at Kalgoorlie.

REPORT ON OPERATIONS (CONTINUED)

MEMBERS OF COUNCIL FOR 2015

Members appointed by Governor in Council	Commenced	Terminated	Due to expire
Mr Chris Bennett BCom (UWA) C.A	1/4/2012 1/4/2009 25/5/2006	31/3/2015 31/3/2012 31/3/2009	
Mr Kim Bridge BBus (WACAE)	15/11/2014 15/11/2011	Current 14/11/2014	14/11/2017
Ms Cathryn Carver BBus (Curtin)	11/11/2014	Current	10/11/2017
Dr Andrew Crane BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2015	Current	31/3/2018
Mr Alex Jones BSc (Melb) MBA (UNSW)	1/4/2015	Current	31/3/2018
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)	1/4/2013 20/4/2010	Current 31/3/2013	31/5/2016
Mr Keith Spence BSc Hons (Tas) FAIM	1/4/2012 1/4/2009 20/6/2006	31/3/2015 31/3/2012 31/3/2009	
Dr Michael Stanford CitWA MB BS (UNSW) MBA (Macqu) Grad Cert LCC (ACU) FAFPHM FAIM FAICD	2/12/2014 13/12/2011 2/12/2008	Current 1/12/2014 1/12/2011	2/12/2017
Member nominated by 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
Members elected by full-time academic staff			
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

Members elected by students	Commenced	Terminated	Due to expire
Mr Jason Giancono	13/4/2015	Current	12/4/2016
Ms Saraya Martin	13/4/2015	Current	12/4/2016
Member elected by full-time salaried (general) staff			
Mr Andy Sharp B Arch (Canberra) MBA (Curtin)	18/6/2013	Current	17/6/2016
Co-opted Members			
Mr Colin Beckett MA (Cantab) MICE (Chancellor from 1/01/2013)	1/1/2016 1/4/2013	Current 31/12/2015	31/12/2018
	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 1/4/2011	Current 31/3/2014	31/3/2017
Mr Gene Tilbrook BSc DipComp MBA (UWA) AMP (Harvard) FAICD	1/4/2015 1/4/2012 1/4/2009	Current 31/3/2015 31/3/2012	31/3/2018
Member elected by Academic Board			
Associate Professor Linley Lord DBA (Curtin) Postgrad Dip Bus (Human Resource Development) (Curtin) BSc (UWA)	1/4/2014 1/4/2012	Current 31/3/2014	31/3/2016

REPORT ON OPERATIONS (CONTINUED)

MEMBERS OF COUNCIL

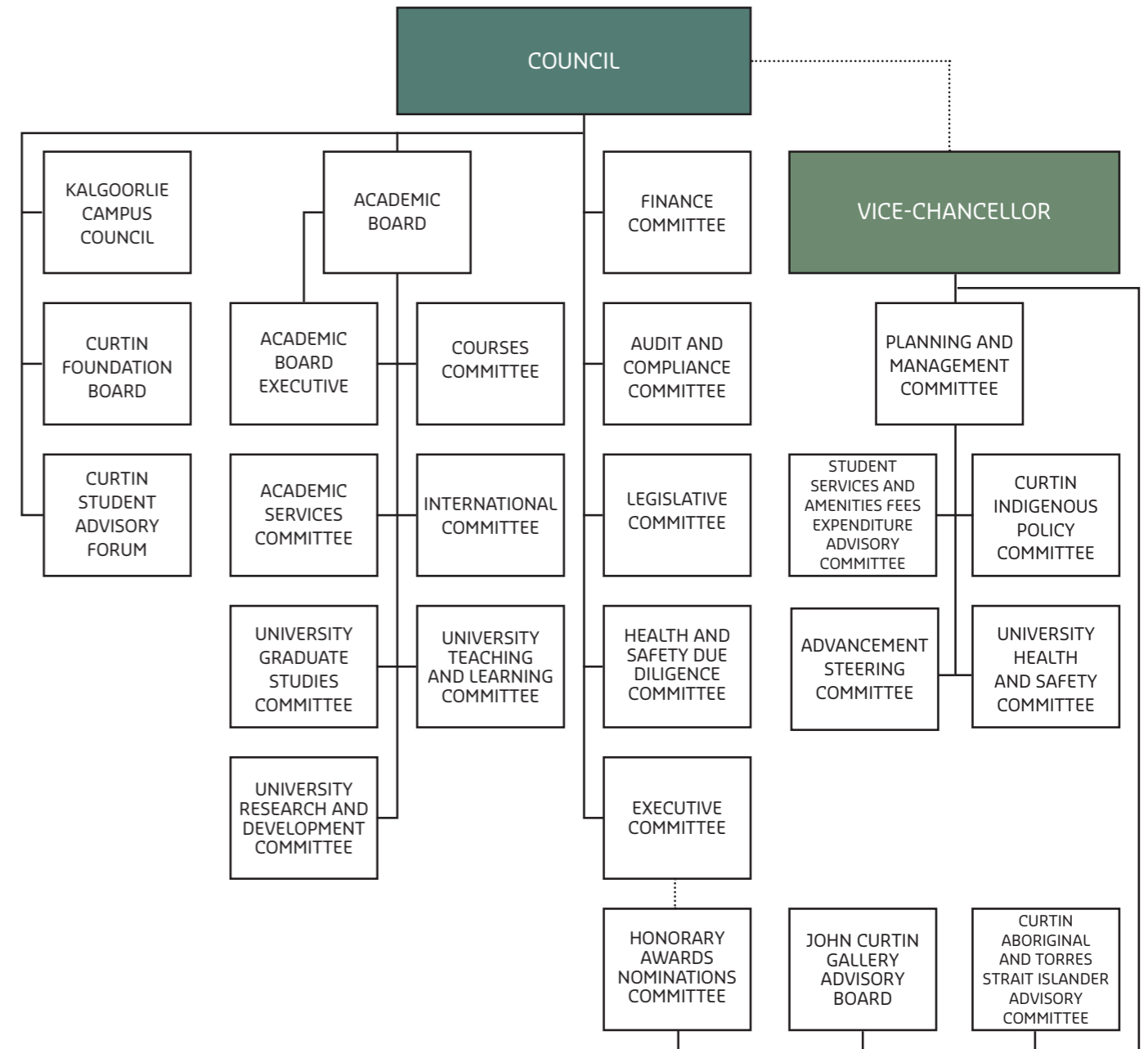


Members of Council

Back row from left to right: Michael Lishman, Professor Dale Pinto, Dr Andrew Crane, Andy Sharp, Kim Bridge

Front row from left to right: Steve Scudamore, Associate Professor Linley Lord, Colin Beckett (Chancellor), Professor Deborah Terry (Vice-Chancellor)

Absent: Cathryn Carver, Alex Jones, Dr Michael Stanford, Sue Wilson (Pro Chancellor), Professor Glennda Scully, Jason Giancono, Saraya Martin, Gene Tilbrook

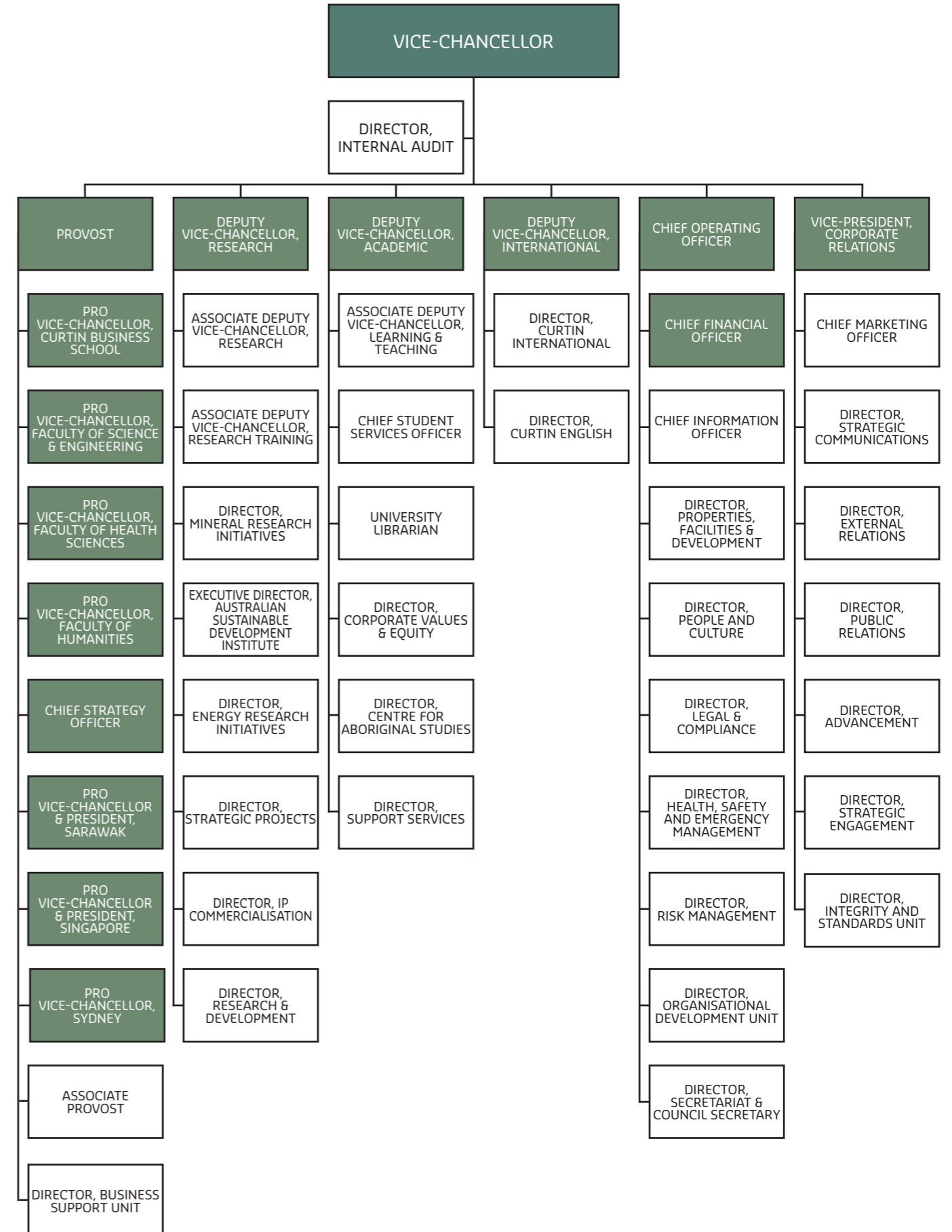


REPORT ON OPERATIONS (CONTINUED)

ADMINISTRATIVE STRUCTURE

Vice-Chancellor	Professor Deborah Terry
Provost	Professor John Cordery (from 1 July 2015) Professor David Wood (acting 1 January 2015 – 30 June 2015)
Deputy Vice-Chancellor, Academic	Professor Jill Downie
Deputy Vice-Chancellor, International	Professor Simon Leunig (acting)
Deputy Vice-Chancellor, Research	Professor Graeme Wright
Chief Operating Officer	Mr Ian Callahan
Vice-President, Corporate Relations	Ms Valerie Raubenheimer
Pro Vice-Chancellor, Curtin Business School	Professor Tony Travaglione
Pro Vice-Chancellor, Health Sciences	Professor Michael Berndt
Pro Vice-Chancellor, Humanities	Associate Professor Stephen Mickler (acting 17 June 2015 – 31 December 2015) Professor Majella Franzmann (1 January 2015 – 16 June 2015)
Pro Vice-Chancellor, Science and Engineering	Professor Andris Stelbovics
Pro Vice-Chancellor and President, Curtin Sarawak	Professor James Mienczakowski
Pro Vice-Chancellor and President, Curtin Singapore	Professor Robert Evans
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Mr Marco Schultheis

ORGANISATIONAL CHART



REPORT ON OPERATIONS (CONTINUED)

STAFFING MATTERS

STAFF SUMMARY

FTE of academic and professional/general staff as at 31 March 2015 (excluding hourly paid/casual staff)

	Continuing/ permanent	Fixed Term/ temporary	Total
Academic staff	761.3	644.1	1,405.4
General staff	1,429.3	452.2	1,881.5
Total	2,190.6	1,096.3	3,286.9

STAFFING POLICIES AND INITIATIVES

No new staffing policies or procedures were approved in 2015. The Offshore Operations (Human Resources Management) Policy and the Conditions for University Staff Assigned Offshore for Period in Excess of Three Months Procedures were rescinded.

The ownership of the Working With Children Check Procedures was transferred in March from the Chief Operating Officer to the Deputy Vice-Chancellor, Academic.

The Appointment, Performance and Remuneration of Executive Managers Procedures were updated in July to provide clarity on acting appointments for Executive Managers.

The Academic Promotions Procedures were updated in June to maximise applicants' chances of success and ensure the procedures support all academic roles across the University.

ANTI-BULLYING FRAMEWORK AND ACTION PLAN

Progress has continued on the development and implementation of an Anti-Bullying Framework and Action Plan. The framework incorporates the goals of preventing, managing and reporting workplace bullying within Curtin's cultural and compliance requirements. The action plan recognises the components within each goal and identifies both existing and additional resources required to assist in achieving Curtin's anti-bullying goals.

A high priority objective of the plan is to implement anti-bullying training and education programs for our people. Online and face-to-face training will launch in February 2016.

INDIGENOUS STAFF PARTICIPATION RATE

The Indigenous staff participation rate is the proportion of all continuing, fixed-term academic and general staff who have self-identified as Indigenous (of Aboriginal and/or Torres Strait Islander descent). Increased participation of Indigenous people in the workforce is a social objective of the University and aligns to Curtin's Reconciliation Action Plan. Our performance of 1.3 per cent this year reflects a reversal in the declining trend of 2013-14 however is well behind our 2015 target of 2 per cent. New initiatives such as affirmative action searches for all entry level positions and the creation of Indigenous Talent Pools have failed to get sufficient traction.

Significant impacts on achievement of this KPI can be considered in terms of both the supply and demand sides of the employment equation. Whilst Curtin has scale, proximity and opportunity from a supply perspective, it has been competing with many other Perth-based businesses that have made similar internal or external commitments regarding Indigenous employment. A number of opportunities should collectively assist our potential to increase participation rates for Indigenous employees including the recent consolidation of disparate plans into an integrated Indigenous strategy and approach underpinned by our Reconciliation Action Plan.

A refreshed Indigenous Employment Strategy and the identification of opportunities to build awareness and understanding of unconscious bias, cultural awareness and cross-cultural competency should assist future endeavours. These efforts ought to be increased through the work of the Curtin Indigenous Policy Committee and by leveraging high profile activities such as the stewardship and promotion of the Herbert Mayer Collection of Carrolup artwork and partnership with the Fremantle Football Club.

Curtin's Elder in Residence, Simon Forrest, led a cultural immersion program for Senior Executives in 2015 and will continue the proliferation of cross-cultural awareness and competence activities more broadly.

STAFF GENDER BALANCE

A more balanced participation of women in the workforce is part of the University's Equal Employment Opportunity Management Plan. Gender balance in our professional stream is measured by the proportion of female staff in Higher Education Worker Level ≥ 10 positions. Our result of 43.4 per cent against a target of 42 per cent in 2015 reflects a significant improvement on previous years however is still below both the national and ATN averages.

We have been less successful in driving significant uplift in the academic stream which is measured by proportion of women in Academic Level E (ALE) positions. Women make up 55 per cent of our overall workforce yet occupy only 18.7 per cent of our ALE positions against a target of 25 per cent. The increased focus on research would appear to have had a detrimental effect upon the recruitment of women due to the impact on research performance of non-linear and

broken career paths which are more commonly experienced by women and well recognised as a barrier. The degree to which the ERA preferences disciplines in which women are under-represented, and a possible knock-on effect from this in recruitment and promotion, requires monitoring.

A number of focus areas designed to improve our gender balance at ALE include reviewing existing recruitment policy and procedures, and including a Career Development Program for women as an initiative in the Equal Employment Opportunity Management Plan 2015-2017, within which a key emphasis will be increasing the pipeline of women who apply and succeed in promotion to ALE.

Work has begun on our participation in the Science in Australia Gender Equity (SAGE) Athena Swan Pilot Project which over several years will involve a thorough evaluation of Curtin's policies, processes and practices and the degree to which they promote or inhibit gender equality.

ELMO TRAINING

The online training learning system for managers (ELMO) was launched at the end of 2015.

INDUSTRIAL RELATIONS MATTERS

INDIVIDUAL STAFF DISPUTATIONS

Six claims were brought before the Fair Work Commission during 2015. These matters were generally resolved through conciliation, the applicants withdrawing their applications or through decisions confirming that Curtin University is complying with its obligations under its employment instruments.

One application was brought before the WA Industrial Relations Commission. The matter was heard and dismissed. Two disputes were brought before the Federal Court relating to insecure work and are in the process of being resolved.

ENTERPRISE BARGAINING – EARLY CHILDHOOD CENTRE

The new Enterprise Agreement covering activities in the Early Childhood Centre was approved by Fair Work Australia on 10 February 2015 and came into effect on 17 February 2015. The nominal expiry date of the agreement is 9 February 2018.



REPORT ON OPERATIONS (CONTINUED)

HEALTH, SAFETY AND EMERGENCY MANAGEMENT

2015 REPORTABLE KEY PERFORMANCE INDICATORS

Measure	Actual results			Target	Comment on result
	2013	2014	2015		
Number of fatalities	0	0	0	0	Meets target
Lost time injury/disease (LTI/D) incidence rate*	0.42	0.44	0.27	0 or 10% improvement on the previous 3 years	Significant improvement compared to last 2 years
Lost time injury/disease (LTI/D) severity rate**	0	0	0	0 or 10% improvement on the previous 3 years	Consistent with last 2 years
Percentage of injured workers returned to work within***:				Greater than or equal to	Exceeded target
(i) 13 weeks	64%	61%	82%	80% return to work within 26 weeks	compared to last 2 years.
(ii) 26 weeks	86%	83%	100%		100% returned to work within 26 weeks
Percentage of managers trained in occupational safety, health and injury management responsibilities	88%	60%	67%	Greater than or equal to 80%	Minimal improvement compared to 2014

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

** 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: $\frac{\text{\# of LTI/Ds with a RTW outcome within 13/26 weeks}}{\text{\# of LTI/Ds reported}} \times 100$

HEALTH AND SAFETY

The University, through its Council members and Senior Executives, is committed to providing and maintaining high standards of occupational health and safety (OSH) 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 and the overarching University Health and Safety Committee (UHSC), with the aim to continually improve our safe work practices and processes.

The 2015 Health, Safety and Emergency Management (HSEM) Plan focussed on strategies to deliver long term sustainable health and safety performance in all areas, with key objectives for 2015 successfully achieved.

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

- Awareness campaign to address slips/trips/falls risks through customised posters and screens across campus, 'wallpapers' on centrally allocated teaching space (CATS) computer desktops and lecture theatre audio visual slides in teaching spaces, as well as, illuminated message trailers located along campus roads.
- Promotion of and participation in the Safe Work Australia Month through the University's Safety and Health Representative network.
- Other projects included: Noise management and hearing conservation, pressure vessel management, development and delivery of various online and face to face training modules, completion of the fieldwork risk management process, completion of emergency risk management plans.

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. The service not only ensures the University meets its obligations under the Workers' Compensation and Injury Management Act, 1981; it also demonstrates best practice in relation to Injury Management practices for non-compensable conditions.

The service also provides services for the provision of reasonable workplace adjustment for staff with Disability and expert Human Factors and Ergonomic advice related to manual handling and job design. The recent inclusion of Curtin's Wellness Program for staff into this portfolio has seen data related to lead indicators for health and safety measures captured in order to monitor and measure the effectiveness of preventative strategies. This proactive approach to injury and illness enables area specific injury prevention projects across Curtin to enrich positive health and safety outcomes.

SIGNIFICANT ISSUES AND TRENDS

EFFECT OF ECONOMIC AND OTHER FACTORS

The change in federal leadership in September resulted in a higher education policy shift. The focus has been diverted from the deregulation-driven reform package which has been delayed while the new Education and Training Minister Simon Birmingham consults with the sector to develop a sustainable funding model.

The Turnbull government is driving a national innovation agenda considered essential for building the knowledge-based, high-value, high-technology industries of the future. Several reports published this year have detailed Australia's comparative innovation lag and ignited discussions regarding entrepreneurship, research impact and commercialisation, closer university-industry linkages and research and development tax incentives.

The publication of a National Innovation and Science Agenda in December contained new investments to stimulate change within both public and private sectors, including incentivising

research commercialisation and supporting entrepreneurship. The government has committed to streamlining six Research Block Grant Funding schemes into two – a Research Training Program and a Research Support Program – and a pilot of a new assessment to measure impact and engagement in university research. The agenda prioritises science through investments in data analytics and computing technologies as well as promotion of science, technology, engineering and mathematics (STEM) subjects and activities. This links to broader industry trends which forecast significant workforce change as a result of technological advancements.

2015 was a very successful year for Curtin and strategies to enhance the University's research performance and ranking continue to pay dividends. In the most robust and reputable university ranking system, the Academic Ranking of World Universities (ARWU), Curtin rose from 303 in 2014 to 271 in 2015. Curtin's rise on the ARWU has been the largest of any Australian university over the past two years. We are now placed 10 or 11 nationally on all of the major objective, research-based rankings.

The number of applications received by the Tertiary Institutions Service Centre (TISC) from Western Australian school leavers fell by 32 per cent this year due to the 'half cohort', created when the school starting-age changed in 2002. The impact on Curtin was largely mitigated with only a 9 per cent reduction in commencing domestic load rather than the forecast 27 per cent decrease.

Despite the reduced number of school leavers, Curtin has continued to experience growth in Commonwealth Supported Undergraduate load exceeding that of other universities in the state. Curtin's share of total commencements in Western Australia has grown from 36.8 per cent in 2013 to 37.8 per cent in 2014.

Curtin has experienced 5.4 per cent growth in TISC first preferences since 2012-13, increasing to 46 per cent in 2014-15, and capturing 48 per cent market share of all acceptances at WA universities. For the last few years, Curtin has been attracting a growing number of higher quality applicants with the share of commencing students with an ATAR of ≥ 95 rising almost 6 per cent since 2013 to 25.4 per cent in 2015.



A record-breaking Open Day attendance in August is an indication of Curtin's strong position in the local undergraduate market.

REPORT ON OPERATIONS (CONTINUED)

CHANGES TO THE LEGAL ENVIRONMENT AFFECTING THE UNIVERSITY IN 2015

COMMONWEALTH LEGISLATION

There were no significant legislative changes that applied to the University.

WESTERN AUSTRALIAN LEGISLATION

Changes to the Corruption, Crime and Misconduct Act 2003 ("the CCM Act") came into effect on 1 July 2015, changing the reporting from the Corruption and Crime Commission (CCC) to splitting it between Public Sector Commission (PSC) for allegations of Minor Misconduct (equivalent of "Serious Misconduct") under Curtin's Staff Enterprise Agreement; and Corruption and Crime Commission (CCC) for allegations of Serious (criminal or corrupt) Misconduct.

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 2015 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 2015 the following costs were recorded against these items:

	Sum of GST exclusive amount \$
Advertising agencies	2,603,728
Campaign	766,021
Non-campaign	1,837,707
Market research organisations	194,870
Media advertising organisations	3,526,803
Direct mail organisations	20,548
Grand total	6,345,949

CAPITAL WORKS

Greater Curtin - Stage One

To achieve its strategic ambition to become an internationally leading research and teaching institution, the University accepts that the transformation of the physical campus is essential to remaining relevant. The Greater Curtin Project Control Group (GCPCG) continues to work on implementing

Stage One of this transformation which focuses on creating a 'great place' that has at its heart the creation of a 24/7 'mixed use' urban vibe that celebrates innovation and meets the varying needs of students, staff, researchers, industry and community members as they learn, live, work and socialise at Greater Curtin.

The Stage One concept plan includes:

- a possible 2,000 student accommodation beds, including a Halls of Residence offering
- up to 100-room, short-stay hotel accommodation
- supporting recreational and retail facilities
- Curtin University occupied space for teaching and learning, research and/or administration
- University partner aligned commercial space.

The GCPCG used Ernst & Young (EY) to complete more detailed financial modelling for Stage One as if Curtin University would own/operate each individual development. The modelling confirmed the viability for each of the proposed Stage One uses and it also reinforced the position that many of the proposed lot developments could be funded and constructed by third parties. Subsequent engagement with potential market participants to gauge their interest in possible development scenarios confirmed broad ranging interest in the opportunity. The market sounding process also supported a two stage procurement process involving an expression of interest and a request for proposal process. The GCPCG believes this approach will maximise the opportunity to tap bidders' innovative design concepts for the Stage One development whilst also stimulating market response.

Formal market engagement is targeted for 2016, and therefore in 2015 the University assembled the multidisciplinary team necessary needed to achieve this milestone. Specialist consultants including place making strategists, development guideline architects, legal advisors, and structured transaction advisors have been appointed. Discussions with regulatory agencies have continued with positive feedback received from state and local government agencies.

In addition, road and services infrastructure that physically structures the Stage One development will begin in December 2015. Negotiation and design of the central bus interchange with the Public Transport Authority has progressed to draft concept design and MOU.

Finally, representatives from the GCPCG have worked with the Office of Research to develop a process for engaging with research academics at Curtin. The process is intended to integrate research projects and PhDs into the Stage One development to facilitate Stage One as a genuine living laboratory.

Design Arts and Built Environment Program

The Design, Arts and Built Environment Program focuses on providing engaging, innovative and fit-for-purpose precinct(s)

and buildings for creative industries. The program is led by the delivery of a new home for the University's School of Built Environment, with a focus on the delivery of a multidisciplinary facility which brings together a number of creative industries under one roof.

The program's objectives are to deliver a 24/7 precinct that showcases Curtin's innovative arts, architecture and engineering endeavours, promotes cross collaboration with areas such as concept digital, multimedia design, film, digital technology, science and engineering and provides clear opportunities for industry engagement. The integration of innovation hub(s), exhibition areas, incubation spaces and artists-in-residence options are also being evaluated as part of the mix.

The new building(s) will be instrumental to growing Curtin's brand and identity, and will be exemplars in sustainability and environmental stewardship.

The program also includes the redevelopment of the School of Built Environment's current facility in building 201 and the redevelopment and/or demolition of the School of Design and Art buildings 202, 203, 212.

University Central

The University Central Program prioritises the campus's central academic core as an informal learning environment, a space for student services and support, and front of house operations in accordance with the campus precinct planning objectives.

The program includes two streams of work: Student Central and the Library refurbishment.

Student Central, building 101, 102, 103

Student Central objectives are to create a central one-stop shop for student services in building 102, aimed at supporting our students throughout their life at Curtin. The program brings together services that include Student Services, Graduation and Scholarships, Future Students, Curtin Life/START, the Careers and Employment Centre, Curtin Volunteers, Curtin International, Housing Services and the Graduate Research School.

The program also proposes the centralisation and rationalisation of university administrative and support staff in buildings 101 and 103, with the option of bringing the Co-op Bookshop into building 103 in the future.

Robertson Library, building 105

The library is Curtin's largest and most important informal learning hub. The redevelopment of the facility will focus on further encouraging cross-discipline collaboration, creating ground level activation, incorporating technology and enriching the student experience.

It is proposed that the redevelopment of the library begin with the upgrade of services (electrical, mechanical). This will enable the refurbishment of the library on a floor-by-floor basis ensuring it remains operational at all times.

Super Sciences Program

The Super Sciences Program takes a holistic approach to the delivery of physical facilities for the research and practice of science, technology, engineering and mathematics. It brings together the ambitions of the University to become a top 200 university, an in-depth understanding of the existing asset condition, space functionality and adaptability for refurbishment, and existing utilisation and opportunities for efficiency. These factors are overlaid against the future growth trajectories of the University in order to advise on the type and scale of facilities we require and to deliver in a cost effective way.

The program includes the strategic refurbishment to laboratory spaces to meet short-term urgent needs, the delivery of a new small-scale research laboratory building to meet short to medium-term needs, and the construction of a large scale Super Sciences building that addresses future growth and relieves pressure on underperforming aging infrastructure.

The program proposes the consolidation of undergraduate science teaching and the bringing together of research equipment as a means to realise greater spatial and cost efficiencies. It is predicted that undergraduate science teaching space can be reduced by as much as 40 per cent and that significant cost savings can be achieved in the purchase and maintenance of equipment.

Infrastructure

The key objectives in developing and delivering the Infrastructure Program in 2015 have been to integrate the varying disciplines into a co-ordinated program of works, to address the infrastructure demands of the Greater Curtin initiative, to contribute to the Green Star Community accreditation and to significantly improve performance through upgrades to mechanical and electrical infrastructure.

Upgrades to the building management systems together with 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 including transformer replacements and main switchboard upgrades, together with internal and external lighting upgrades, have improved performance and reduced power demand.

Other projects included improved management of hazardous materials and dangerous goods in Bentley and Kalgoorlie, improvements to the Disability and Access Inclusion Plan and planning for the integration of hydraulic and fire services across campus.

Infrastructure works expenditure in 2015 was \$24.4 million. Planned expenditure in 2016 is \$12.9 million.

REPORT ON OPERATIONS (CONTINUED)

Refurbishment

In 2015 \$22.7 million was expended on refurbishment programs. \$9.9 million reflected the growth in demand for accommodation for research programs, requiring refurbished and repurposed facilities for the Faculty of Science and Engineering.

Significant workplace refurbishments were also undertaken to establish contemporary, flexible and collaborative workplaces to support the EQUIP program and other University initiatives to improve working arrangements.

Medical School

In May 2015 the Federal Government announced its approval for a Curtin University Medical School. This announcement was supported by the State Government which committed to provide Curtin University with \$22 million and land for a facility based in Midland to house the clinical activities of the new Curtin Medical School and other University programs where appropriate.

The University is working with the State Government via the Metropolitan Redevelopment Authority (MRA) to resolve the transfer of land and capital funds. The current recommendation is that Curtin University's land tenure be in the form of a Crown Grant title under a Management Order with conditions in line with the Bentley campus title, and that funding is approved based on agreed project milestones. Whilst the decision is being considered by government committees, the MRA continue to progress the land assembly project and the site is expected to be available mid-2016.

Internally, the University began planning for the Midland facility and engaged Lyons Architecture to develop a project

definition plan. The result of Lyon's consultation is that the Midland University campus will be a single building spread over three levels. One floor will be low-fidelity simulation space for use by the Faculty of Health Sciences, one floor will be fitted out as general distributed teaching and learning spaces, and the other floor will accommodate staff in an open plan environment. A diverse range of informal learning areas to suit students working a variety of shifts in adjacent health care environments will be an important part of the building. In addition to this, care will be taken to ensure future design takes into account the cultural requirements of Indigenous students and community members.

Discussions have begun with a variety of Midland partners including St John of God as a key health partner. In addition to this, Curtin University and Midland Polytechnic are seeking to develop a partnership model in both education and health to be based at the new facility. Derbal Yerrigan and Cullacabardee have also confirmed they want to be involved in using the facility for education purposes.

A full consultant team will be appointed early in 2016 and the indicative program for delivery expects a completion date and handover at the start of 2019.

Building 410

Building 410 will offer new teaching facilities and be occupied by the Curtin Medical School, commencing in 2017 and expanding to full utilisation by 2019. This will also enable planned Medical School facilities to be utilised for teaching and learning prior to full occupancy by the Medical School.

Construction is proceeding with Georgiou Contractors. The contractor advises completion by February 2016, however it is the University's view that occupation will be delayed until

April. This delay will not disrupt University activities in the 2016 academic year. The project will be delivered within the approved budget of \$48.7 million.

Research facilities – building 304 construction

Construction is proceeding for building 304 which will provide PC2/QC 3 laboratories and research facilities to support the University's initiatives. The building, to be located on the eastern edge of the Bentley Campus adjacent to the bus terminus and other research facilities in buildings 300 and 311, will have an estimated cost of \$43.6 million and a gross floor area of approximately 4,500m². The project will showcase leading University research activities and initiatives and introduce improved strategies to effectively manage and utilise University research facilities.

Construction is proceeding with Doric Construction on an early contractor involvement contract. Only two major packages remain to be let. It is anticipated that the project cost will be within the current budget, which has been adjusted to address increased quarantine (PC3) capabilities to meet changing licensing requirements.

Main Street – The East West Road

In November 2015, following a two-stage tender process, a contract was established with civil engineering contractor Civcon to undertake the construction and associated works for Roads 2 and 3 of the Greater Curtin initiative. These roads will provide east/west access across the campus and improve accessibility to the site, in particular for public transport, to reflect the Greater Curtin vision. The total project cost is \$26.2 million and expenditure will continue into 2016 and 2017.

Included in the contract is the provision of interim car parking to ensure that there is no nett loss of parking during the construction process. In addition, the contractor's

management plans will address phasing and communication of the works to minimise campus disruption. The anticipated cost of the project is \$26.2 million, to be funded over three years.

The project objectives are to:

- Initiate the Greater Curtin development through the construction of a major access road providing development and public transport opportunities
- Enhance the University's Green Star Community accreditation
- Improve permeability and access to the site, particularly through increased public transport
- Implement the project with minimal disruption to University operations.

Kalgoorlie Campus student housing

The project to replace the existing student housing at Kalgoorlie with the construction of facilities accommodating 180 new beds and 48 refurbished beds commenced in 2015. To meet the constraints of the regional location, innovative modular construction was utilised, enabling the use of appropriate construction methods, accelerated construction and strong cost control. Erection of the initial 4 level accommodation blocks was completed in December 2015.

The total project cost is \$30.5 million including a contribution of \$20 million from the State Government's Royalties for Regions Program. Occupation is planned for the commencement of 2017.

DISABILITY ACCESS AND INCLUSION PLAN (DAIP) OUTCOMES

In 2015, many DAIP initiatives came to fruition and significant progress was made as the DAIP entered its fourth year. Planning for the 5 year review of the DAIP will commence in early 2016.

Curtin makes use of the DAIP framework to deliver projects on the 7 outcomes mandated by the Disability Services Commission.

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

The School of Occupational Therapy and Social Work undertook a scoping project to enable the inclusion of people with intellectual disability on campus as part of Curtin's commitment to the Disability Service Commission's state-wide *Count Me In* strategy.

Building on the success of the pilot project for students on the autistic spectrum, two mentoring projects for students with disability were established with notable outcomes regarding retention and engagement for these students.



Construction of Building 410 will be completed in 2016.



Construction of the main street began in November.

REPORT ON OPERATIONS (CONTINUED)

More flexibility has been achieved for student carers of people with disability. Carers are now covered by insurance and are eligible for assistance through Disability Services regardless of whether the carer is employed by Curtin.

Curtin employed an Indigenous Counsellor to provide a service to both Indigenous and non-Indigenous students with disability in addition to the services provided in the Centre for Aboriginal Studies.

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

The Curtin Physical Access Plan (CPAP) has been finalised, with implementation strategies that include development of Curtin-specific Universal Design Guidelines for the ongoing refurbishment of our Bentley Campus and new developments under the Greater Curtin initiative. In addition, benchmarking activities were conducted to evaluate the plan's implementation and improving the current built environment.

Curtin engaged a consultant to lead a project on emergency egress with the target to update emergency evacuation strategies by the end of 2016.

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

Curtin's Transforming Curtin IT program includes a Web Content Review project to manage the accessible development of web content. This will ensure Curtin websites and content, including online learning resources, meet World Wide Web Consortium (W3C) requirements.

Curtin's new procedures for software and system procurement ensure accessibility is a key consideration in the purchase of external programs.

Curtin's Accessible Information policy was reviewed with new promotional activities planned for 2016.

The availability of Curtin's learning resources in accessible formats was ensured through audit review and the provision of a large first year study unit. A set of universal design principles to guide the preparation of accessible learning resources have been identified as a high priority for development in 2016.

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

A Curtin Mental Health Strategy has been developed and includes staff education regarding resilience-building for students and staff. The strategy has been developed in partnership with the Curtin initiated national program *Act, Belong, Commit*, where principles of wellness are used as a framework for improving the mental health outcomes of significant populations.

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

The Integrity and Standards Unit (ISU) included a new complaint category (Disability Access and Inclusion) on the complaints portal providing the ability to monitor complaints regarding access and inclusion. The new complaints category was advertised throughout the University via the ISU complaints website update and the ISU newsletter.

Access to the complaints portal for people with vision impairments has been addressed and our focus for inclusion will shift to those with hearing disability in 2016.

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 will be reviewed again for ratification in early 2016.

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

The appointment of the Fixed-term and Continuing Staff process now includes updated links to the Accessible Information Policy and Procedures; and reference to equity and diversity issues, and EEO target groups.

The National Disability Recruitment Coordinator has access to the Curtin website to re-post vacancies across the Disability Employment Services Network.

We have included a statement regarding inclusion and Curtin Values in all job advertisements to enable our future staff to be aware of our commitment to inclusion for people with disability.

Staff with disability continue to be supported by Staff Disability Advisors. Training is also available for other Curtin staff regarding accessible employment matters.

Agents and contractors

Disability Services, Corporate Services and Legal and Compliance Services have together addressed this reporting requirement, resulting in better identification of contract managers to whom this applies. Results include more in-house information sessions; the new Office of Sourcing and Vendor Management (CITS) will improve vendor contracts regarding information accessibility and additional vendor requirements regarding physical access and inclusion are now included in the Curtin Contract Preliminaries.

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. The plan contains timelines and responsibilities for improving recordkeeping practices at Curtin. The Records & Information Management team develops policies, processes, training and tools to assist staff to meet the requirements of the plan.

Significant improvements and developments

- Enhancements were made to the Curtin Records and Information System to improve functionality and efficiency.
- Work continued at the Western Australian School of Mines in Kalgoorlie on capturing and recording archival and historical material in various formats, including the development of an oral history project for commencement in 2016.
- A major review of the records and information management online training was conducted and a new version due for release in 2016.
- A major review of the shared network drive structure commenced.
- Two university-wide procedures relating to records and information management at Curtin were reviewed and revised.

Ongoing records training

- Training was made available for all staff on creating and keeping records, sentencing, retention and disposal of information as well as managing email. Training on how to use the Curtin Records and Information System and the Contracts and Agreements Register was also provided.
- Over 2,300 staff completed the online information management awareness training in 2015. 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.
- Information and awareness of Privacy and Freedom of Information responsibilities was provided to staff. A privacy awareness iLecture was recorded for delivery to all future fieldwork students.

RISK MANAGEMENT

Curtin's Risk Management Framework consists of the Risk Management Policy, Risk Management Procedures and Risk Reference Tables that specify the University's Risk Appetite set by Council.

The policy sets Curtin's tone and tolerance to accepting risk, as it contains Curtin's risk appetite and agreed risk-aware behaviours. The risk appetite is used to make informed choices around risk. It has also underpinned the development of other supplementary risk tools to assist with business decisions. These tools cover areas such as compliance risk, contract risk, entity risk, business continuity risk, travel risk, project risk, fieldwork risk, market risk and cloud risk. With an agreed risk appetite, better decisions are made closer to the operations of the business, as they are well informed by Curtin's agreed attitude to risk. The risk appetite has also been used to encourage risk-taking as part of pursuing opportunities. The procedures cover strategic risk, operational risk, contract and project risk, business continuity risk and critical incident risk. The procedures focus on roles, responsibilities, standards and frequency of monitoring and reporting.

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.

Council regularly monitors potential strategic risks to the University's operations and strategies to mitigate these risks with formal risk conversations least twice annually, a monthly risk update in the Vice-Chancellors Report to Council and ongoing disclosure of any matters that are approaching or exceeding Curtin's risk appetite. Operational risk management is the responsibility of faculty and area managers, themes arising from operational risk reviews are disclosed to Council as well as specific risks that approach or exceed the risk appetite set by Council.

The Audit and Compliance Committee of Council supports Council by providing advice on the effectiveness of the University's risk management framework, whereas the Executive Committee of Council supports Council by reviewing Curtin's risk appetite and risk profile, including reviewing the status and recommending actions to address individual risks.

REPORT ON OPERATIONS (CONTINUED)

The Risk Management Plan is reviewed annually. Key areas for focus for 2015 included:

- Risk aware behaviours embedded into Culture, Values and Behaviours including training for staff
- Risk management further embedded across areas and faculties
- System solutions implemented for risk management & business continuity to improve efficiency and reporting
- Risk management conversations expanded to Academic Board including the development of Key Risk Indicators
- Enhanced understanding of business interruption risk and associated insurance
- TEQSA registration renewal review including assessment of Curtin's Risk Management Framework.

Under the TEQSA Provider Registration Standards, the higher education provider's corporate governing body regularly monitors potential risks to the higher education provider's higher education operations and ensures the higher education provider has strategies to mitigate risks that may eventuate. TEQSA found that Curtin has a well-developed risk management framework, including a Risk Management Policy and Risk Management Procedures, which is aligned with the International Standard for Risk Management (AS/NZS 31000:2009) and reviewed every three years. Risks are identified and treated at all levels, including university, faculty, school, operational areas and projects, and classified according to Risk Reference Tables. There is a systematic Risk Management Plan, which sets out a regular reporting schedule to Council, Management and the Academic Board.

Insurance

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

During 2015 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.

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 2015, the University had no subsidiaries.

MARKETING AND COMMUNICATION ACTIVITIES

Stronger-than-expected undergraduate enrolments for first semester were validation for increased marketing investment in 2014. Recruitment campaigns, events, expos, high school visits and publications contributed to Curtin's increased market share among domestic undergraduates, which grew from 44 to 45 per cent for the highly competitive half-cohort intake.

Early 2015 also saw University Marketing fully realise the 'hub-and-spoke' model, as endorsed by the EQUIP process of 2014. The model sees University Marketing staff placed within each faculty (the spokes) as well as the retention of a centralised team (the hub), with the aim to enhance collaboration and consistency in marketing endeavours. Quarterly progress reviews throughout the year, together with a high volume of quality communications across a range of media, indicate the new structure is working.

Emphasis was placed on brand association with high-profile events in 2015, including but not limited to, Fringe World, Perth's annual two-week arts festival; STYLEAID, the fashion fundraising event in support of the WA AIDS Council; and TEDx, the independent, not-for-profit conference. These are events that share Curtin's vision of creating a positive impact on the world and act as important vehicles to showcase Curtin's work to the community.

The University's biggest student recruitment event, Open Day, attracted a record attendance for the second year in a row, welcoming 22,974 prospective students and their families to the Bentley Campus in August.

Other highlights in 2015 included:

- A series of events and associated promotional material in support of the Professor Jimmy Choo visit in April
- Communications support for the Curtin Medical School announcement

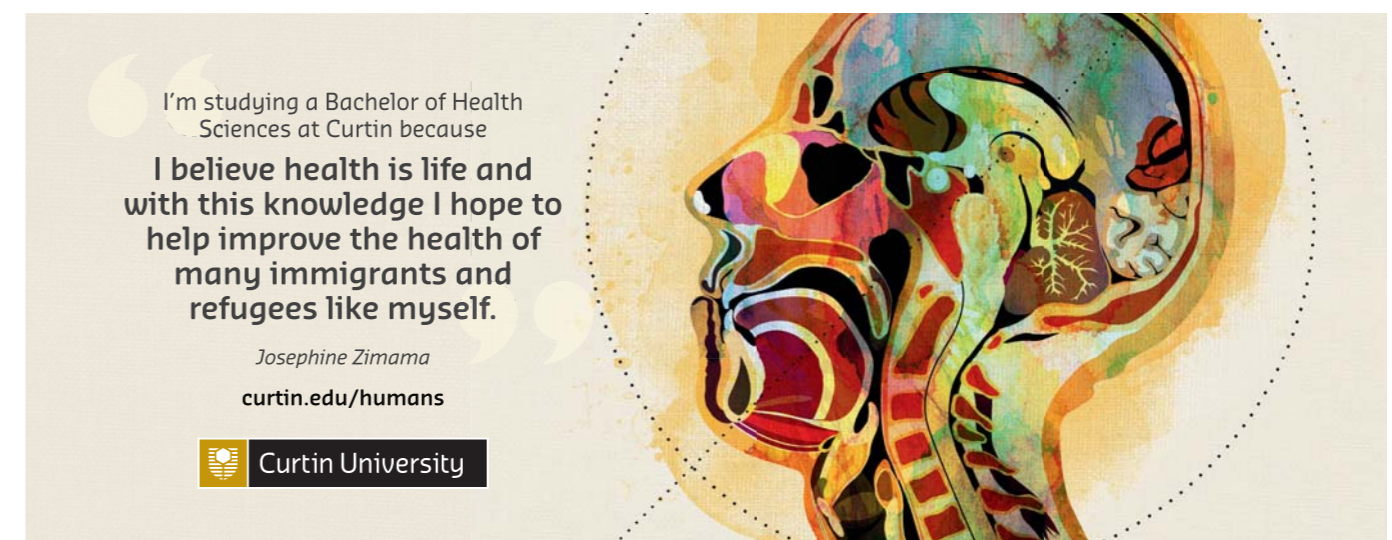
- Engagement with more than 48,000 prospective students and their influencers at 474 career events, including:
 - 236 visits to high schools
 - 89 on-campus group visits
 - 96 career expos
- Management of 32,616 future student enquiries across phone, email and face-to-face
- Migration of thousands of the University's key webpages into a responsive template, making content accessible across smartphone, tablet and desktop. Work will be ongoing in 2016.
- Strong social media engagement. Curtin finished the year with:
 - 7,000 Instagram followers, placing Curtin second among Australian universities
 - More than 200,000 Facebook followers, equating to fourth among Australian universities
- The development of a social media strategy to help guide social media content and analysis into the future
- The popular Humans of Curtin series on social media, based on the internationally recognised blog, Humans of New York. It will continue to run in 2016 and will be leveraged across physical media, including promotional coffee cups in Q1, 2016.

- Development and pilot of the Hello Curtin smartphone app, which interacts with 'beacons' across campus to deliver location-relevant information to campus visitors.

Internal communication was another focus in 2015, with daily 'broadcast messages' being replaced by the weekly newsletter, 'Curtin Weekly'. A number of staff had raised their displeasure with the previous system in the Your Voice survey of 2014, citing information overload as a result of the daily influx of emails at 4pm. Focus groups were held with a broad cross-section of Curtin staff as part of the exploration process and the Senior Executive Team approved the new approach in Q4. Reception was largely positive and improvements to the presentation and delivery of the newsletter will be ongoing in 2016.

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 2015 was noted by Council at its meeting on 9 December 2015. The University complies with all 14 protocols.



The Humans of Curtin social media campaign was leveraged across a range of media, including disposable coffee cup designs like this example, which will appear on campus in February 2016.

CURTIN KEY STATISTICS

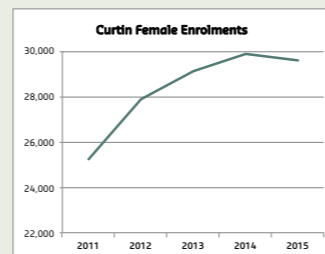
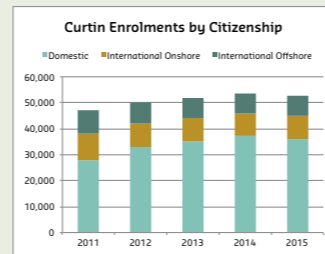
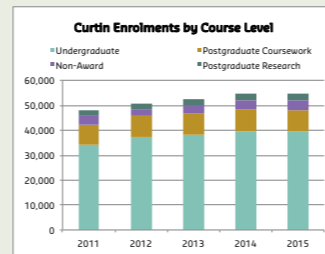
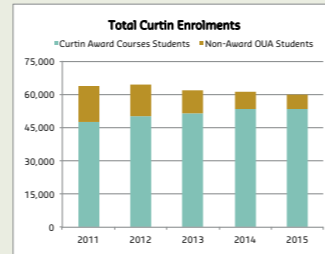
	2011	2012	2013	2014	2015
STUDENT HEADCOUNT					
Total Curtin Enrolments	63,479	64,042	61,724	60,762	59,942

	2011	2012	2013	2014	2015
STUDENT HEADCOUNT EXCLUDING NON-AWARD OPEN UNIVERSITIES AUSTRALIA (OUA) STUDENTS *					
Total Curtin Enrolments	47,318	50,106	51,595	53,617	53,611
Attendance: Full-time ratio	72%	69%	68%	68%	69%

Course Level	2011	2012	2013	2014	2015
Postgraduate Research	2,257	2,329	2,306	2,396	2,457
Postgraduate Coursework	8,270	8,522	8,597	8,579	8,485
Undergraduate	34,111	37,303	38,362	39,825	39,722
Non-Award	3,673	2,638	3,071	3,814	3,923

Broad Field of Education	2011	2012	2013	2014	2015
Agriculture, Environmental and Related Studies	279	219	197	212	208
Architecture and Building	2,155	2,268	2,309	2,366	2,317
Creative Arts	2,140	1,390	1,064	988	962
Education	1,666	4,231	4,675	4,531	4,324
Engineering and Related Technologies	6,161	6,484	6,541	6,965	6,996
Health	8,066	8,617	9,313	9,788	9,456
Information Technology	887	871	718	600	468
Management and Commerce	16,294	15,300	14,407	14,373	14,063
Natural and Physical Sciences	3,065	3,262	3,693	3,809	4,183
Society and Culture	6,815	7,626	8,894	10,486	10,956
Non-Award	1,093	819	886	900	847

DEMOGRAPHY AND EQUITY					
Student Citizenship					
Domestic Students	27,794	32,823	35,229	37,218	36,192
International Students studying in Australia	10,365	9,267	8,742	8,656	8,733
from : China (%)	31%	32%	32%	30%	28%
Malaysia (%)	15%	15%	14%	13%	12%
India (%)	3%	2%	3%	4%	7%
Indonesia (%)	7%	7%	7%	6%	6%
Singapore (%)	5%	5%	5%	4%	4%



	2011	2012	2013	2014	2015
International Students studying outside Australia	9,159	8,016	7,818	7,926	7,745
from : Malaysia (%)	42%	38%	37%	37%	40%
Mauritius (%)	11%	13%	14%	15%	17%
Singapore (%)	17%	19%	20%	18%	15%
Hong Kong (%)	9%	8%	8%	9%	7%
Indonesia (%)	4%	6%	7%	6%	5%

Gender	2011	2012	2013	2014	2015
Female Students	25,237	27,925	29,121	29,887	29,573
Female Proportion	53%	56%	56%	56%	55%

Indigenous Australian Students	456	440	410	431	427
Low Socio-Economic Status (SES) Students	3,261	4,451	4,959	5,469	5,563

AWARD COMPLETIONS					
Total Curtin Completions	11,780	11,473	11,267	10,919	10,835
Course Level					
Postgraduate Research	224	250	284	299	294
Postgraduate Coursework	3,378	3,320	3,178	2,994	3,146
Undergraduate	8,178	7,903	7,805	7,626	7,395

STAFF (FULL-TIME EQUIVALENT) #					
Total Curtin Staff	3,658	3,771	3,950	3,987	4,041

Work Function	2011	2012	2013	2014	2015
Academic	1,740	1,791	1,828	1,831	1,844
Teaching	559	606	612	613	705
Research	239	262	279	361	426
Teaching and Research	802	784	798	720	624
Other	140	139	138	137	89
Professional	1,918	1,980	2,122	2,156	2,197

* 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 2015, while the prior year published in the 2014 Annual Report has now been updated with actual casual staff data. Consists of staff on Bentley and WA campuses only.

