



Curtin University



ANNUAL REPORT

2016

## CURTIN UNIVERSITY FOUNDATION

### We're making tomorrow better.

Curtin strives to meet global challenges by supporting practical research and teaching that addresses issues and creates solutions for healthy, sustainable and successful societies. Curtin's goal is to benefit the community locally, nationally and internationally, today and into the future.

### Help us make tomorrow better, together.

Curtin University Foundation

[give.curtin.edu.au](http://give.curtin.edu.au)

#### Cover image:

1. The vibrant interior of the newly-completed Building 410, which will accommodate Curtin's first cohort of medical students, is anything but clinical.
2. Curtin University St Georges Terrace is a major boost to the University's stakeholder engagement in the city centre.
3. Professor Phil Bland's Desert Fireball Network and citizen science project Fireballs in the Sky, were hugely successful in 2016.



## 2016 ANNUAL REPORT



Curtin University professor and eminent botanist Professor Kingsley Dixon was named WA Scientist of the Year at the 2016 Premier's Science Awards in recognition of his efforts in conservation science, restoration ecology and plant science.



## CONTENTS

Statement of compliance .....	1
About Curtin .....	2
Curtin locations.....	3
Chancellor's foreword.....	4
Vice-Chancellor's report.....	6
Vision, mission and values .....	8
Strategic plan 2013-2017 .....	9
Report on performance.....	10
Strategic theme 1: People and culture .....	10
Strategic theme 2: Research .....	13
Strategic theme 3: Teaching and learning .....	16
Strategic theme 4: Engagement and impact.....	20
Report on operations .....	26
Governance of the University .....	26
Administrative structure.....	32
Staffing matters .....	34
Significant issues and trends .....	36
Other disclosures and legal requirements.....	38
Curtin key statistics.....	44
Independent Auditor's Report.....	46
Financial Report 2016.....	50
Curtin's key performance indicators.....	108

## STATEMENT OF COMPLIANCE

The Honourable Sue Ellery MLC  
Minister for Education and Training  
Level 13, Dumas House  
2 Havelock Street  
WEST PERTH WA 6005

Dear Minister

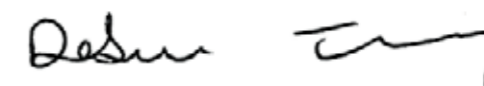
In accordance with section 61 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the Annual Report of Curtin University of Technology for the year ended 31 December 2016.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.

Yours sincerely



**Colin Beckett**  
Chancellor



**Deborah Terry AO**  
Vice-Chancellor

On behalf of the University Council Dated this 22nd day of March 2017

## ABOUT CURTIN

**Curtin University is Western Australia's largest university, with 52,994 enrolled students in 2016. Of these, approximately 31 per cent were international students, and more than 2,405 were research students.**

Established in 1986, the University takes its name from the influential and widely respected former Prime Minister of Australia, John Curtin, and continues to embrace his philosophy to "look ever forward," instilling a culture of innovation in its teaching and research, and inspiring staff and students to make tomorrow better.

Curtin is a globally focused institution that offers a wide range of undergraduate and postgraduate courses in business, humanities, health sciences, resources, engineering and related sciences. A culturally diverse university, Curtin fosters tolerance and encourages the development of the individual. A combination of first-rate resources, staff and technology makes Curtin a major contributor to tertiary education, both within Australia and internationally.

The University's main campus is in the suburb of Bentley, six kilometres south of the centre of Perth, Western Australia's capital city. Curtin has two additional metropolitan campuses and regional campuses in Kalgoorlie and Margaret River. Curtin also has campuses in Malaysia and Singapore.

The University's educational and research programs are divided across five teaching areas. Each teaching area equips its graduates with the knowledge, skills and industry experience needed to excel in their chosen profession:

- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Science and Engineering.
- Curtin Business School
- Centre for Aboriginal Studies

Curtin is a leading research institution, known for its strength in minerals and energy, data analytics and emerging technologies, health sciences, astronomy, sustainable development and agriculture.

Curtin has close links with business, industry, government and the community, and its courses have a strong practical focus, with many involving work experience components. As a result, Curtin graduates are more desirable to employers, with skills that enable them to make a genuine and positive influence in a continuously changing world.

Curtin University is a trademark of *Curtin University of Technology*, a body corporate established under the *Curtin University of Technology Act 1966*, an Act of the Western Australian Parliament. It is domiciled in Australia.

Under the *Universities Legislation Amendment Act 2016*, effective 2 January 2017 the University was formally renamed "Curtin University". The *Curtin University of Technology Act 1966* is now also to be cited as the *Curtin University Act 1966*.

The University is not an incorporated company under the *Corporations Act 2001*. Therefore, it does not have an Australian Company Number, nor does it have a Certificate of Incorporation.

[curtin.edu.au](http://curtin.edu.au)

## CURTIN LOCATIONS



### BENTLEY

Kent Street, BENTLEY WA 6102  
Postal address: GPO Box U1987, PERTH WA 6845  
[curtin.edu.au](http://curtin.edu.au)



### PERTH CITY

Graduate School of Business  
78 Murray Street, PERTH WA 6000



Curtin Law School  
57 Murray Street, PERTH WA 6000



Curtin University St Georges Terrace  
139 St Georges Tce Perth, WA 6000



### KALGOORLIE

Curtin Western Australian School of Mines (WASM)  
Egan Street, KALGOORLIE WA 6430  
(WASM is also located at the Bentley Campus)



### MARGARET RIVER

Margaret River Education Centre  
272 Bussell Highway, MARGARET RIVER WA 6285



### MALAYSIA

Curtin Sarawak  
Senadin, MIRI, SARAWAK, MALAYSIA  
[curtin.edu.my](http://curtin.edu.my)



### SINGAPORE

Curtin Singapore  
90 and 92 Jalan Rajah, SINGAPORE 329162  
[curtin.edu.sg](http://curtin.edu.sg)



## CHANCELLOR'S FOREWORD

Our journey as a university has played a significant role in the development of higher education in Australia. When we began as the Western Australian Institute of Technology (WAIT) in 1967 we challenged traditional notions of what an institute of technology should be, introducing a broad range of courses and establishing research centres in engineering and science. It didn't take us long to become synonymous with innovation.

Over the years, our pioneering spirit has seen us lead the way in many areas including Indigenous and international education. And today, almost fifty years on, our essential character hasn't changed.

Since the WAIT days our presence has expanded far beyond the boundaries of the Bentley Campus. Our commitment to the Kalgoorlie Campus of the WA School of Mines remains strong as evidenced by recent investments in laboratory facilities, the library and Agricola College. This year, I was privileged to open the new Engineering and Science building at our campus in Miri, Malaysia. In Perth, we took possession of two of Perth's oldest heritage listed buildings: the former Old Perth Boy's School on St Georges Terrace and 57 Murray Street. Curtin University St Georges Terrace will serve as a hub for community and stakeholder engagement, while 57 Murray Street houses the new Curtin Law School.

Essential to future innovation is our Greater Curtin vision; a place where businesses and entrepreneurs can exchange knowledge, a place where creative relationships are forged between colleagues, and a place where companies, the community and our students can share a unique opportunity for innovation and creativity, with long-term benefits for the people of Western Australia. The infrastructure to support this vision is underway with the completion of the striking Curtin Medical School and Main Street in 2016.

We embrace the vast opportunities of the digital age, to provide education that's more accessible and more engaging than ever before. In 2015 we joined with some of the world's elite universities to offer free, online courses via the edX platform, created by Harvard and MIT. In 2016 we expanded our edX offerings and improved the digital delivery of our degree courses. Together with immersive simulations and visualisation technologies in our physical classrooms, we're creating memorable learning experiences and preparing students for the jobs of the future.

Our research capability and output has also increased significantly in the past 50 years. We have attracted talented researchers to Curtin to augment our cadre of research academics, improved research facilities and forged numerous international research partnerships. We have subsequently increased our annual volume of high-quality research publications by an order of magnitude. Nature named Curtin the most collaborative university in Australia in 2016, based on the number of co-authored papers published. The publisher also



ranked Curtin in the top 100 of the world's leading institutions for growth in high-quality science, and the third-fastest 'rising star' in research in Asia Pacific, which is testament to Curtin's continued focus on strengthening its research culture.

I acknowledge the individual achievements of some of Curtin's eminent researchers in 2016. In April, Curtin organic geochemist Professor Kliti Grice was awarded the coveted 2016 Gibb Maitland Medal in recognition of her work in organic and isotope geochemistry, and for her substantial and sustained contributions to the resources sector in Western Australia and internationally.

In August, Curtin botanist Professor Kingsley Dixon was named 2016 WA Scientist of the Year at the Premier's Science Awards in recognition of his efforts in conservation science, restoration ecology and plant science. At the same awards, citizen science project Fireballs in the Sky, led by planetary geologist Professor Phil Bland, was named Chevron Science Engagement Initiative of the Year. The project subsequently received the 2016 Eureka Prize for Innovation in Citizen Science. Congratulations to these award winners and to the long list of Curtin staff who have achieved notable success in 2016.

In an environment of intense international competition and lingering uncertainty in regards to federal funding of higher

education, having a solid plan for the future is of the utmost importance. In November we published a new strategic plan for 2017-2020, which serves as a roadmap as we seek to position ourselves as a leading global university. I invite you to read the plan which is available on the Curtin website.

In 2017 we will reflect on our 50 years as an institution but we will also begin a new chapter in our journey with the opening of the Curtin Medical School. Continuing the University's tradition of service to the community, it will place strong emphasis on primary care and will prepare graduates to work in rural and remote WA, where there is an acute shortage of doctors. The opening of the school marks the first time in our state's history that undergraduates can study toward a degree in medicine.

Curtin Medical School follows the Curtin Law School, which launched in 2013. These are the latest examples of our evolution as a university, and a broadening of scope beyond the technical degrees we were once known for. This broadening was the reason for dropping our trading name *Curtin University of Technology* in favour of *Curtin University* in 2010.

In 2016 that name change was finally enshrined in legislation, with the passing of the Universities Amendment Act 2016 in October. The result of ten years of negotiation, the Act acknowledges the changing face of WA's universities, introducing several common amendments to their respective enabling acts. Significantly, it allows Curtin to use its land for commercial purposes, paving the way for the next exciting chapter of the Greater Curtin project.

I thank the University Council for their significant contribution in 2016 and Professor Terry for her strong leadership as Vice-Chancellor. Finally, I would like to thank all Curtin staff for their commitment to the University which, at 50, has never looked better.

Colin Beckett  
Chancellor



## VICE-CHANCELLOR'S REPORT

While Curtin has had offshore campuses in Malaysia and Singapore for some time, in 2016 we made great strides to becoming a truly global institution. Among these moves was the preliminary planning for a Curtin campus to be established in Dubai, delivering a range of courses in business, science and engineering. This exciting new venture is expected to launch in mid-2017.

We also formed an alliance with one of the oldest and most revered universities in the world – the University of Aberdeen in Scotland – which aims to capitalise on the strengths and industry networks of both universities. We have strategies in place to pursue similar alliances with universities in North America and China in the coming years.

Curtin Business School was recognised as one of the world's elite business schools, earning accreditation from the Association to Advance Collegiate Schools of Business (AACSB). The accreditation means graduates can enjoy even stronger recognition by employers around the world. The achievement is a credit to the staff who worked on the lengthy accreditation process.

Our international rankings remained strong too, and we again moved up Academic Ranking of World Universities, to place 211th among the world's universities. This positions us well to achieve our 2020 target to be ranked within the top 200.

In WA, 2016 saw Curtin maintain its position as the state's most preferred destination for undergraduates, with a remarkable 46 per cent of the state's undergraduate applicants naming Curtin as their first preference.

Despite another strong year, Curtin, together with universities everywhere, must be agile enough to adapt to some potentially huge changes to the higher education landscape. The solutions aren't simple, but it is clear that the modern university can't afford to stand still.

One of the most talked about changes is the digitisation of education and the ways universities will adapt. Curtin has been a leader in online offerings for 20 years, with an increasing number of students studying our courses online directly through Curtin and via Open Universities Australia. In 2015 we began offering free, short courses, available for anyone to study on the edX platform. In 2016 we took the next step by offering an articulation pathway from our Human Rights program on edX into the degree program at Curtin, known as the MicroMasters credential.

The convenience of online learning is also changing the way we approach face-to-face course delivery. In 2016, we began offering students the opportunity to enrol in individual units of study at Curtin without committing to an entire course of study. We plan to increase the number of such options available to study in 2017.



As our digital and traditional offerings continue to expand and evolve, we will strive to remain a leader in curriculum design, committed to delivering a seamless, responsive and innovative experience for our learners, at the same time as ensuring that our degrees remain highly valuable.

To meet our goal of being a top 200 university, our teaching, research and engagement must be supported by a sustainable business model. This is especially important considering the Federal Government's tertiary education budget reform, as well as changes to the Higher Education Loan Program, are still expected in the near future. 'Sustainable future' forms one of the key pillars of our new Strategic Plan published in November, to further embed the mindset of sustainability into everything we do. Key to our future sustainability will be the finalisation – expected in early 2017 – of our new staff enterprise agreement. The Greater Curtin master plan will also play a role here, helping us strengthen our revenue base by providing more accommodation options for students, attracting a new mix of visitors to campus and creating new opportunities for engagement.

It's always wonderful to see the positive impact of our alumni in the community, and in 2016 the stories of two of our graduates struck me as particularly inspiring. First, the 2016 John Curtin Medal was awarded to domestic violence survivor Dr Ann O'Neill, who lost two children and a leg in a murder-suicide committed by her estranged husband in 1994. Just seven months later, she commenced full-time study in honour of her children, going on to gain a Bachelor of Social Work with First Class Honours and a PhD in International Health from Curtin. Since then, Dr O'Neill has dedicated her life to helping others who have suffered similar tragedies, through a range of endeavours including Angel Hands, a not-for-profit support group she founded more than a decade ago.

At 97, Freda Jacob AM was awarded the Lifetime Achievement Award at the 2016 Curtin Alumni Achievement Awards. Freda helped set the standards for occupational therapy in WA, becoming a member of the state's first OT board in 1960 and founding the Independent Living Centre in 1977. Her hard work and dedication have helped many Western Australians to live happier, more productive lives.

In July, we wished Professor Graeme Wright the very best for his retirement, after a five-year tenure as Deputy Vice-Chancellor, Research, and I thank him for his enormous contribution to the University's research efforts. Under his leadership, Curtin's research profile went from strength to strength, as reflected in our ERA performance, our rankings, our research revenue and our overall research reputation. In acknowledgement of Professor Wright's achievements, he was awarded the title of Emeritus Professor title on his departure.

2016 also saw us welcome Professor Chis Moran as Deputy Vice-Chancellor, Research, and Professor Seth Kunin as Deputy Vice-Chancellor, International. I look forward to working closely with both Professor Moran and Professor Kunin in their key leadership roles, as well as with Professor Alan Dench who has joined Curtin as Pro-Vice-Chancellor, Humanities.

I thank everyone for their commitment and hard work throughout 2016 and look forward to continued success in 2017.

Professor Deborah Terry AO  
Vice-Chancellor



## VISION, MISSION AND VALUES

The University upholds the philosophy of its namesake, former Prime Minister of Australia, John Curtin, who said:

**“The great university ... should look ever forward; for it the past should be but a preparation for the greater days to be.”**

### 2030 VISION

**A recognised global leader in research, education and engagement.**

Curtin University is a vibrant and globally engaged institution. We are innovative in our thinking and we have a track record of embracing change. Our graduates are highly sought after by industry and our alumni community comprises leaders all over the world. We celebrate diversity, have a strong commitment to social justice and pride ourselves on offering a rich campus life for our students and our staff.

We will continue to transform our learning environments in order to leverage the opportunities afforded by new technologies, aiming to deliver high quality learning outcomes irrespective of mode of delivery. Our goal is to ensure that our graduates are career capable, well-rounded individuals who reflect the University's values and signature behaviours and are proud Curtin ambassadors.

Our recent success in research has underpinned our improvements in international university rankings. We will seek to retain our areas of strength, at the same time as pursuing emerging areas of research capability. By embracing a culture of innovation, we will provide commercialisation and entrepreneurship opportunities for our staff and students, ensuring that we play a key role in helping to drive the knowledge-based industries of the future.

Developing a clear and comprehensive global strategy, strengthened by deep international partnerships and alliances, will enhance our ambition to be a genuinely global university. At the same time, we will not weaken our resolve to deliver impact in education and research for the benefit of our local communities. On our Bentley campus, the Greater Curtin development will play a critical role in helping us to further intensify our linkages with industry, business and the broader community. At the same time, on our Malaysian campus, investments in new biotechnology and engineering infrastructure will create fresh opportunities for collaborative, research and industry engagement.

### MISSION

**Transform lives and communities through education and research.**

### 2020 POSITIONING

**Secure our position as a leading global university; in the top 200 internationally and the top 10 nationally.**

### CURTIN VALUES

Building on a foundation of **integrity** and **respect**, and through **courage**, we will achieve **excellence** and have an **impact** on the communities we serve.

## STRATEGIC PLAN 2013-2017

**Curtin's 2013-2017 strategic plan was approved by the University Council in December 2012 and was officially launched in February 2013. Capitalising on the outcomes achieved in the previous plan, the 2013-2017 strategic plan presents an ambitious goal to align with the University's vision, positioning Curtin on the international stage as a leader in the provision of quality teaching and research.**

The University's mission is to effect change through world-class research and teaching focused on making a real difference. Curtin's values underpin all activities, and the University has begun to further strengthen this values based culture.

Curtin is pursuing its vision and mission in a climate of aggressive global competition, rapidly changing technology, financial uncertainty and a new government agenda. The new strategic plan addresses these major opportunities and challenges to support the University's ongoing sustainability. It details a series of strategic objectives presented under four themes:

### PEOPLE AND CULTURE

**Curtin will:**

- Evolve as an agile, responsive and versatile organisation, committed to leadership, innovation and excellence
- Excel through dynamic staff with shared values and a common purpose
- Engage students and staff as partners in a flexible, inspiring and technologically advanced environment.

### RESEARCH

**Curtin will:**

- Strengthen as a research-intensive university
- Attract and retain iconic scholars to undertake world leading research in areas of global significance
- Change lives in Western Australia, the nation and the world through high-impact research.

### TEACHING AND LEARNING

**Curtin will:**

- Lead in innovative education globally
- Provide a richly interactive and personalised learning experience
- Provide opportunity for graduates, equipping them with skills for the future.

### ENGAGEMENT AND IMPACT

**Curtin will:**

- Address the major challenges facing society and meet the needs of the communities we serve
- Expand its international outreach with globally relevant networks and partnerships in both teaching and research
- Change the world and its workforce through our research and our graduates.

The strategic plan provides a framework for the development of major initiatives within enabling and faculty plans which are all subject to an annual review process that provides for the re-examination of plans in light of the progress in implementation and changes in the environment. The '2016 Report on Performance' section of this annual report presents Curtin's major achievements for the year and underscores the momentum the University has achieved in moving towards its vision.

The 2013-2017 strategic plan was retired at the end of 2016. Council had agreed in 2015 that work on a new strategic plan should be brought forward given significant changes in the market environment which required Curtin to consider new strategies. Consequently, work was undertaken throughout 2016 to develop Curtin's strategic plan for 2017 to 2020. Council approved the new plan at its meeting on 14 September 2016; the new plan was launched in December 2016. The plan addresses the major opportunities and challenges presented by the rapidly changing and highly competitive higher education market, and will ensure the ongoing success and sustainability of the University.



## REPORT ON PERFORMANCE

### STRATEGIC THEME 1: PEOPLE AND CULTURE

#### Curtin will:

- evolve as an agile, responsive and versatile organisation, committed to leadership, innovation and excellence
- excel through dynamic staff with shared values and a common purpose
- engage students and staff as partners in a flexible, inspiring and technologically advanced environment.

Measures of success for the People and Culture stream of our 2013-17 Strategic Plan are expressed across four components: Performance, Satisfaction, Health and Safety and Diversity and Equity.

Many outcomes across this strategic theme showed progress in 2016 as the University continued to embed a values-led approach to supporting all staff through a broad range of programs and activities across Curtin.

#### Evolving as an organisation

- Following our **Pulse Check** climate survey in 2015 efforts on improving the satisfaction and engagement of staff were focused at a local level with many areas across the university committing to a broad range of interventions and strategies ahead of a more comprehensive survey in 2017. More than 50 facilitated interventions were undertaken across Curtin to improve the capacity and capability of schools and areas to respond to the survey in a proactive way.
- Employment opportunities within the University's comprehensive **Reconciliation Action Plan** continue to receive significant attention. The proportion of staff who self-identified as Aboriginal or Torres Strait Islander was 1.58 per cent this year, reflecting an increasing trend and is the highest participation rate in the last five years. A key focus in 2016 was the alignment of efforts in attracting higher numbers of Indigenous staff while also increasing retention, and employability outcomes, for students. Our inaugural Indigenous Student Placement Program was conducted this year in an effort to commence building a pipeline of students who might otherwise not have considered a career in the Higher Education sector. The program was piloted in the semester break and of the eight students in the first cohort, six of them were offered, and accepted, additional employment opportunities across the University following the program.

- Curtin implemented the **Indigenous Cultural Capabilities Framework** to promote an understanding of Indigenous culture, knowledge and history. The three tiers involve Ways of Working as an introduction to Aboriginal society and culture; a cultural development program where staff members participate in on-country visits; and an extended three or four day cultural immersion visit to a culturally significant Indigenous site.
- 2016 saw the establishment of the **Gender Equity Working Group** as a fourth stream of the Strengthening Our Culture initiative together with the assessment teams in each faculty that will collectively focus on longer term strategies for change. A key element of the working group's activities is a significant effort toward achieving external accreditation from the Science in Australia Gender Equity (SAGE) initiative program which among other outcomes will position Curtin well to embed transformative actions to improve the promotion and retention of women and gender minorities both within the STEM streams and more broadly.
- Significant work was undertaken to more fully understand and reduce our **gender pay gap** internally and externally. In partnership with the Workplace Gender Equality Agency the Bankwest Curtin Economics Centre proudly released the Gender Equity Insights 2016 Inside Australia's Gender Pay Gap report.
- A career development program for women, **Trajectory**, was piloted across the University. The program will continue into 2017 with an emphasis on increasing the pipeline of women who apply and succeed in promotion to Academic Level E. A particularly pleasing outcome from the 2016 Academic Promotion round was the increased rate of both application and successful advancement of women. Fifty per cent of applicants at Levels C, D and E were women and 84 per cent of those women were successful in gaining promotion.
- Work began on **Akari**, a new Curriculum Management System to replace paper-based processes. This significant development will provide a single accessible repository for curriculum information and automation of University curriculum approval processes.
- The **Assessment Quality Process** was streamlined in 2016 and a new interactive dashboard was developed. Trends show a high level of engagement from staff and improving performance against standards.
- Curtin has taken a leadership role to address the challenge of **academic integrity**. The University hosted a state-wide forum on contract cheating. The full day event included a keynote presentation by leading UK expert Dr Thomas Lancaster.
- Our primary **Enterprise Agreement** reached its nominal expiry in 2016 and negotiations took place throughout the second half of the year and are anticipated to conclude next year.



Professor Phil Bland's Fireballs in the Sky initiative picked up two major science awards in 2016.

- Curtin successfully transitioned to the Federal Government's **Simplified Student Visa Processing**. Various initiatives were introduced to meet the new requirements, including more detailed risk assessment of applications from regions deemed as having a heightened risk of not achieving recruitment or admissions goals.
- A review of the **Collaborative Education Services (International) (CES) Policy and Procedures** was undertaken to align, in 2017, with the cycle of school reviews. In addition, the CES was aligned with the new Higher Education Standard Framework (Threshold Standards) 2015 that take effect in January 2017.
- Curtin's Bentley campus underwent an audit in May for the ongoing maintenance of **ISO 9001:2008 accreditation** to cover the systems and procedures in relation to the quality assurance for onshore processes and procedures, and offshore partner contract development. The audit presented positive findings. A revised standard, ISO 9001:2015, was introduced and the majority of work was completed for transitioning from ISO 9001:2008 to ISO 9001:2015. In addition to this, the Curtin Singapore and Sarawak campuses retained their ISO accreditation status during 2016 following an audit by external certifiers.
- The number of **academic staff with doctoral qualifications** was 77 per cent across each of the five academic staffing levels A-E. This was slightly higher than in 2015 (76.5 per cent) and a pleasing outcome against a target of 73 per cent. Curtin remains comparable overall with the national average of 76.1 per cent for Australian universities.

#### Working with the best

- At the 2016 Premier's Science Awards, **Professor Kingsley Dixon** was named WA Scientist of the Year in recognition of his efforts in conservation science, restoration ecology and plant science. At the same awards, **Fireballs in the Sky**, led by Curtin researcher Professor Phil Bland, received the Chevron Science Engagement Initiative of the Year. **Professor Zheng-Xiang Li** was recognised as a finalist for WA Scientist of the Year, and **Dr Kaiming Bi** and **Dr Jun Li** were finalists for the Woodside Early Career Scientist of the Year. Fireballs in the Sky also won the Australian Museum Eureka Prize for Innovation in Citizen Science.



## REPORT ON PERFORMANCE (CONTINUED)

- **Professor Simon Cook** was awarded the inaugural Premier's Agriculture and Food Fellow to lead a research team in WA to develop the state's capabilities in big data and agriculture.
- A number of Curtin's academic staff were recognised for their excellence and leadership in teaching through the awarding of various national awards, citations and fellowships. At the **Australian Awards for University Teaching**, Curtin was the only university to win four of the 30 awards allocated, which is testament to the quality of our academic staff.
- Health Sciences student **Kate Tonta's** work as a facilitator for Curtin's UniPASS (Peer-assisted Study Sessions) program was recognised with an outstanding new PASS leader award.
- **Professor David Gibson** from Curtin Learning and Teaching was named the inaugural United Nations Educational, Scientific and Cultural Organisation (UNESCO) Chair for Data Science in Higher Education. The six year appointment will link data science to solving real-world problems in education, with the goal of transforming higher education to benefit future students.
- Curtin appointed **Professor Seth Kunin** as its new Deputy Vice-Chancellor, International in April 2016. Professor Kunin was previously Vice-Principal, Internationalisation, at the University of Aberdeen. Prior to this, he was Pro Vice-Chancellor (Arts and Humanities) and Executive Dean (Arts and Humanities) at Durham University. Professor Kunin has extensive experience in the international domain, having led the University of Aberdeen's very successful international strategy for two years, which included overseeing the development of a campus in South Korea and establishing significant collaborations with overseas universities, organisations and governments.
- **Professor Chris Moran** joined Curtin in August 2016 as Deputy Vice-Chancellor, Research. Professor Moran was previously Professor and Director, Sustainable Minerals Institute at The University of Queensland – a position he held since 2007. Prior to that, he was Founding Director, Centre for Coal Seam Gas (UQ) and Founding Director, Centre for Water in the Minerals Industry (UQ). Across a 16 year career with CSIRO, he held a range of leadership roles, including heading the team that developed the Water for a Healthy Country Flagship Program. Professor Moran's expertise and experience will help Curtin continue to build its research profile.
- **Professor Alan Dench** was appointed Pro Vice-Chancellor of Humanities in August 2016. Professor Dench was previously the Dean of Graduate Research and Postdoctoral Training and a Professor of Linguistics at The University of Western Australia. He is also a recipient of a 2016 Vincent Fairfax Fellowship in Ethical Leadership.
- **Professor Joseli Macedo** was appointed the new Head of School of Built Environment in August 2016. Professor Macedo has had more than 20 years international higher education experience and her funded research portfolio totals \$1.1 million.

### Engaging students and staff

- Curtin's staff community continues to provide transformative support to student scholarships and other valuable programs. Collectively, staff and Council members gave more than \$124,000 in 2016 through **Give to Change**, the University's staff giving program. While the focus of the program is on student scholarship and hardship funds, staff also contributed to the John Curtin Gallery, health research, sustainability and Curtin FM.
- Significant work was undertaken this year to improve the efficiency and personalisation of the **on-boarding experience** for people joining the University. Process improvements are estimated to have reduced effort by more than 12,000 hours per annum and a new Welcome to Curtin induction program has achieved very positive feedback from new staff.
- **Agent management** was enhanced through an overhaul of and agent training manuals and the launch of an agent online portal. This will include marketing materials for agents including faculty presentations and specific print material that can be downloaded for agents to use.
- A well-received **Global Recruitment Forum** with a separate Marketing Hackathon were held in November. This included participation by Curtin Recruitment Service Provider global network staff, faculty, international campuses and Curtin International staff.
- New communication channels, such as **webinars**, were introduced to prospective students from selected countries allowing them to speak to an agent to learn more about studying at Curtin and life in Perth.

### LOOKING FORWARD

Our 2017-2020 strategic plan is underpinned by a new People and Culture enabling plan.

The focus for the next horizon will be creating a global, collaborative and connected workforce; embedding a culture of innovation through empowering our staff at all levels to strive for excellence; strengthening values-based leadership and improving gender and Indigenous equity.

Key initiatives will include examining our existing structures; adjusting the balance between transactive and transformative work; refining our approaches to talent acquisition; improving decision making through the use of data analytics; reviewing our reward and recognition systems; improving gender balance and advancing Indigenous recognition and reconciliation.



Curtin's new \$46 million agriculture research facility opened in December.

## STRATEGIC THEME 2: RESEARCH

### Curtin will:

- be a research-intensive university
- attract iconic scholars to undertake world leading research in areas of global significance
- change lives in WA, the nation and the region through high-impact research.

This theme is principally supported by initiatives contained in the Research Enabling Plan 2013-2017, which provides the framework for the University to progress against its objectives.

**In 2016 Curtin continued to consolidate its place as a research intensive university, progressing toward the 2030 vision of being a recognised international leader in research and education. The many successes Curtin achieved in 2016 are testament to the quality and impact of Curtin's research.**

### A growing reputation for research

- Curtin's positioning as a leading research institution increased significantly as demonstrated by a jump of 100 band points in 2016 according to the **Academic Ranking of World Universities (ARWU)**. Curtin's positioning increased from the 301-400 band in 2014 to the 201-300 band in 2016. Detailed modelling of these results indicates Curtin is placed 211 worldwide, and in the top ten nationally demonstrating Curtin's competitive edge as a research ranked University.
- The Nature Publishing Group released the **2016 Nature Index** that measures an institution's contributions to high-quality papers published in a group of leading natural science journals. Curtin is recognised as one of the top 500 universities in the world, and in the top ten Australian universities. Based on 2015 data, Curtin excelled in the area of Earth and Environmental Sciences and Chemistry, while the largest number of publications (171 articles) was in the Physical Sciences. Collaborative research between Curtin and The University of Western Australia was the most successful Australian collaboration, ranked first of all bilateral collaborations in Australia. Curtin's top ten collaborators consisted of seven Australian universities, one Australian research organisation (CSIRO), and two institutions from China – the Chinese Academy of Sciences and Nanjing University of Technology. Curtin was also identified as the fastest improving Australian institution and the third fastest internationally.

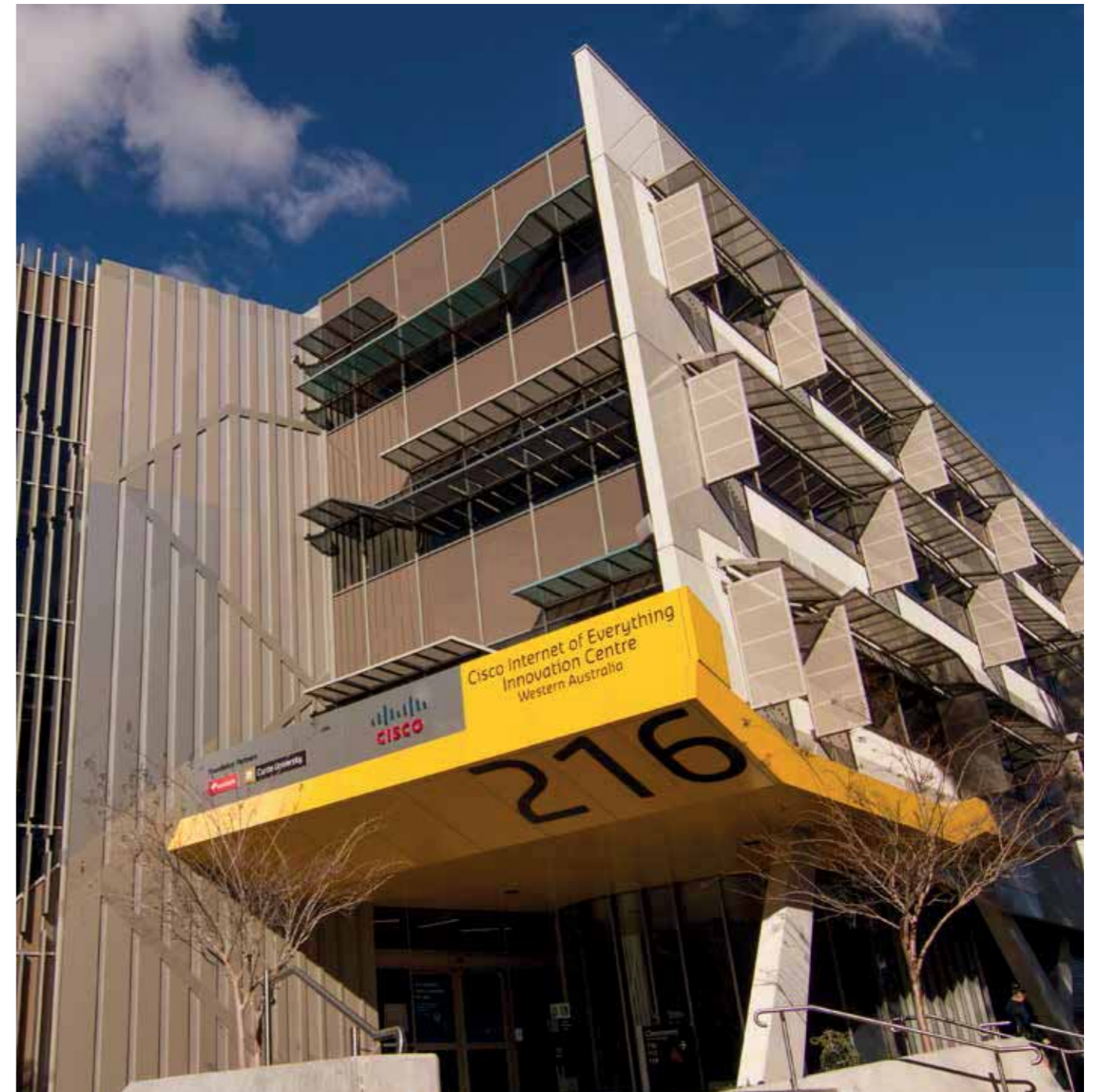


## REPORT ON PERFORMANCE (CONTINUED)

- Curtin's leadership of the **Murchison Widefield Array (MWA)** radio telescope, as part of the development of the Square Kilometer Array, continues to deliver significant outcomes. In 2016 the MWA produced the GaLactic and Extragalactic All-sky MWA (GLEAM) survey, the largest survey of the sky using radio frequencies ever to be completed.
- In the **2016 Australian Competitive Grant funding schemes**, Curtin was awarded \$3.9 million from the National Health and Medical Research Council and \$6.8 million Australian Research Council. This success was complemented by the number of successful grants led by other organisations with which Curtin was a partner organisation, demonstrating Curtin's commitment to collaborative research.
- Curtin signed a landmark agreement with **Gekko Systems**, a world technical leader in gold processing and low-energy mining solutions, for the commercial application of a new initiative Carbon Scout to help gold mine operators optimise process plant efficiency and reduce gold losses. Development of the Carbon Scout at Curtin was supported through the Accelerating Commercialisation program funded by the Australian Government's Department of Industry, Science and Innovation.
- 307 Curtin students completed a **higher degree by research** in 2017.

### Changing lives in WA, the nation and the region

- **Agriculture research**, in collaboration with the Grains Research Development Corporation and Curtin's Centre for Crop and Disease Management (CCDM), continued to prosper with \$6 million injected into the program in 2016. In December, Curtin's new \$46 million agriculture research facility was opened by Western Australian Minister for Agriculture and Food, The Honourable Mark Lewis. This state-of-the-art facility will enable CCDM to continue its work in crop genetics, fungicide resistance and farming systems to reduce the \$1.5 billion annual impact of crop disease on the Australian agricultural sector.
- The partnership between Bankwest and Curtin through the **Bankwest-Curtin Economics Centre** continues to be successful with the centre awarded the Ashley Goldsworthy Award for Sustained Collaboration between Business and Tertiary Education, by the Business/Higher Education Round Table. A number of reports were launched in 2016 on important issues affecting Western Australia including the economy, agriculture and agribusiness. Furthermore, a 2016 report on gender equity demonstrates the centre's broadening focus into socio-economic issues.
- Curtin continues to lead the way in engagement with industry to solve industry-identified problems by participation in the **Cooperative Research Centres (CRC) program**. Current participation includes:
  - CRC for Contamination Assessment and Remediation of the Environment to develop technology and guidelines for the assessment and clean-up of contamination
  - CRC for Greenhouse Gas Technologies to develop options for future zero carbon emissions
  - CRC for Living with Autism Spectrum Disorder focusing on an approach to diagnosis, education and adult life
  - CRC Remote Economic Participation to deliver solutions to economic challenges faced in remote Australia
  - CRC for Spatial Information to address issues of national importance in the spatial information area
  - Deep Exploration Technologies CRC for research into deep mineral deposits
  - Low Carbon Living to lower carbon emissions in the built environment
  - Lowitja Institute to support Aboriginal and Torres Strait Islander health researchers
  - Wound Management Innovation CRC for research into wound healing and prevention.
- The operations of the **Cisco Internet of Everything Innovation Centre (CIIC)** strengthened Curtin's position as a leader in industry collaborative research by applying new technologies for the enhancement of businesses and industries of the future, including delivering innovative solutions to commercial problems. The centre facilitated meetings and workshops with over 80 companies and government agencies keen to utilise the facility and hosting of short term student project activities. As part of the collaboration, Cisco Senior Vice-President and Security and Trust Officer, Mr John Stewart, committed to significant student internships to assist in progressing projects, and establishment of a 100GB link from the Murchison Radio Observatory to the CIIC to enable development of remote correlation software for remote telescopes. The CIIC was also expanded through the establishment of a Sydney node.
- Curtin partnered with the **Australian Renewable Energy Agency** in a multi-million dollar, Curtin-led project that aims to provide scalable and generalisable governance models for shared ownership of solar photovoltaics and storage in medium density housing developments. The research will be piloted in 50 housing units in the White Gum Valley development near Fremantle, and will aim to show how solar technology can be implemented and utilised in apartment housing. The project will address the energy system design as well as the legal aspects of shared solar technology for developers, owners, tenants, strata bodies and utilities. The project is being led by Professor Greg Morrison, Curtin University Sustainability Policy Institute.



### LOOKING FORWARD

Curtin's new Strategic Plan 2017-2020 focuses on continuing to strengthen key partnerships, focusing on strengths in interdisciplinary research and industry engagement to build on the global innovation agenda. Curtin is well placed to continue its journey as a world leading research institution through a strong research agenda into the future, building on the successes of research in recent years.



## REPORT ON PERFORMANCE (CONTINUED)



Improvements to student orientation in 2016, including multilingual 'First 24 Hours' videos, are helping ensure new students make a great start at Curtin

### STRATEGIC THEME 3: TEACHING AND LEARNING

#### Curtin will:

- lead in innovative education globally
- provide a richly interactive and personalised learning experience
- provide opportunity for graduates, equipping them with skills for the future.

Curtin's teaching and learning objectives are underpinned by the Teaching, Learning and Student Experience Plan 2013-2017.

The university placed strong emphasis on ensuring the Curtin student experience is memorable, convenient and engaging.

#### A global leader in innovative education

- Curtin Business School was recognised as an elite global business school through accreditation by the Association to **Advance Collegiate Schools of Business**. This is awarded to institutions that meet strict standards of quality and excellence and is the longest standing, most recognised form of professional accreditation business programs can earn.
- Curtin's Medical School received accreditation by the **Australian Medical Council**. In support of the new Medical School, an innovative new teaching and learning building was opened at Bentley. The building is an exciting addition to the campus and the cornerstone of the Greater Curtin development.
- Curtin's Exercise, Sport and Rehabilitation Science course was accredited by the Australian peak body, **Exercise and Sports Science Australia**. The accreditation means that graduates can now be recognised as exercise scientists, providing them with greater opportunities in the exercise and sports industry.
- **eVALUate** is Curtin's online system for gathering and reporting students' perceptions of their learning experiences. For the first time in a decade Curtin achieved more than 80 per cent agreement on all survey items in first semester.

#### An interactive, personalised educational experience

- Improvements to the **orientation** period have been effective in welcoming and supporting new students to Curtin. A range of new types of communication were implemented including the 'First 24 Hours' suite of videos published in seven languages.
- **Facebook Live** was piloted with 'Connect Four' during the first four weeks of second semester. A panel of experts addressed common student concerns on topics ranging from enrolment, to financial advice and study skills.
- Installation of a **customer relationship management system** has led to a number of enhancements in data integration and case management of students at risk in the Student Services and Student Experience areas.
- **Elsie**, Curtin's mobile study assistant, was used by more than 18,000 students. Most recent developments include a customisable feed of news and events; summary of assessments; and a library feature providing information on loans and outstanding fines.

- **Curtin Connect** is bringing together services and support functions for students from across the University into a single, convenient central location. The refurbishment is due to be completed in May 2017 and will house Curtin's Student Services, Support Services, Future Students, Curtin International and the Graduate Research School.
- Activity in the **University Library** continues to increase despite the growth in digital resources. The Robertson Library welcomed its two millionth walk-in visitor for the year in mid-November, the first time this statistic has been achieved.
- Curtin offered six **MOOCs** on edX in 2016, with topics covering the business of mining, digital marketing, environmental studies and analytics in the classroom. To date, Curtin's MOOCs have attracted over 100,000 learners.
- In collaboration with edX, Curtin became one of only 14 universities globally to launch a **MicroMasters** in Human Rights. Students passing the required courses receive an edX credential which is recognised towards a master degree. Curtin also partnered with prestigious US university MIT, to accept applications from MIT's Supply Chain MicroMasters students.



## REPORT ON PERFORMANCE (CONTINUED)

- Game-based learning was embedded into traditional curriculum with a new feature of the **Challenge Platform** which integrates with Blackboard, Curtin's learning management system. Curtin Challenge was further developed to include new team functions that allow students to form teams and to judge their work as well as the work of others.
- Curtin's **UniReady Program** continued to be a popular choice for students wishing to gain entry through alternative pathways. UniReady students who complete their first year of undergraduate study perform, based on their semester weighted average, at approximately the same level as students who enter on a 75 ATAR score.
- Curtin's Centre for Aboriginal Studies and Faculty of Health Sciences developed the **Indigenous Pre-Medicine and Health Sciences Enabling Course** which will be first offered in 2017. The program is open to Indigenous and Torres Strait Islander students who did not complete an ATAR but who are interested in medicine or health sciences degrees.
- Student Services moved to a **cashless operating environment** meaning all student tuition and incidental payments are completed electronically. One of the major aims of the initiative was greater flexibility as the online facility allows users to perform their transactions anywhere and at any time.

### Equipping the workforce of tomorrow

- In 2016, there were 24,000 student engagements in a Curtin leadership program, exceeding 2015 numbers. **The John Curtin Weekend** is the most extensive opportunity for students to engage in volunteer projects. This year, it ran over six consecutive weekends and spanned 40 different regional towns and metropolitan sites across WA; engaging 400 students from Perth and 320 from Curtin's Sarawak and Singapore campuses.
- Through the **John Curtin Leadership Academy**, 59 Curtin students partnered with ten not-for-profit organisations to complete a broad range of community projects. The students helped raise over \$235,000, produced two promotional videos, developed marketing materials and social media campaigns, hosted numerous events and generated over 200 mobile phone app ideas.
- **Curtin Accelerate** is an ongoing program that provides support to Curtin students, staff or graduates to get an innovative business idea off the ground. The program provides support and guidance needed to commercialise ideas. StoreKat, Fit Out, Mud & Musk, Sciosity and Rate my Space were the focus of the program in 2016. Teams were showcased at a final event hosted at the St Georges Terrace location to an audience of industry and investors. StoreKat, an on line market place for storage space, was chosen to represent Curtin at a national demonstration day led by Curtin in collaboration with Knowledge Commercialisation Australia and Google.

### LOOKING FORWARD

The University will continue its focus on providing flexible and digitally enhanced learning experiences that are individually rewarding and supported by academic rigour and Curtin's reputation for innovation and quality.

We will also continue to leverage our growing global presence and recognised leadership to collaborate with some of the most elite higher education institutions in the world, offering a Curtin education to learners across the globe.



Curtin Business School was recognised among the world's elite, receiving accreditation by the Association to Advance Collegiate Schools of Business.



## REPORT ON PERFORMANCE (CONTINUED)

### STRATEGIC THEME 4: ENGAGEMENT AND IMPACT

#### Curtin will:

- address the major challenges facing society and meet the needs of the communities we serve
- expand its international outreach with globally relevant networks and partnerships in both teaching and research
- change the world and its workforce through our research and our graduates.

Our networks and partnerships with industry, government and academia around the world broadened and strengthened in 2016. There was a particular emphasis on innovation, with several Curtin-developed ideas having an impact in the global marketplace.

#### Serving the community

- Curtin's **Humans of Curtin** campaign was awarded a 2016 Australian Marketing Institute Award in the Corporate Social Responsibility category, and a Marketing Award for Outstanding Contribution to Multiculturalism at the 2016 WA Multicultural Recognition Awards. Humans of Curtin is a multi-platform project that showcases members of the Curtin community and their personal stories, to promote positive conversations around issues of diversity and inclusion, and highlight the variety of reasons why people choose to pursue higher education.
- Curtin's alumni community pledged more than \$6 million in future **bequests** to support student scholarships in a diverse range of areas such as physiotherapy, medical science and international development.
- With its **WAIT Alumni Scholarships Campaign**, a committed group of WAIT alumni worked tirelessly to raise more than \$1 million for student scholarships, with plans to double this amount in 2017.
- Curtin played an active leadership role in increasing educational opportunities for high school teaching staff and promising youth. In 2016, a **High Achieving Student Strategy** was implemented and there are now more than 14 schools, public and private, committed to Curtin's Innovative Schools Consortium.

- Curtin had the opportunity to engage, as the education partner, for the **STEAM Ahead – Arcadia Australia Community Open Days**. The event supported creativity, inspired students and promoted learning through science, technology, engineering, arts and mathematics.
- An all-female group of 33 education and engineering students, **'the STEMinists'** mentored Western Australian primary school girls throughout 2016 in workshops known as makerspaces, collaborating on creative activities which incorporate STEM learning.
- Curtin's strong relationship with **BHP Billiton** continued with a review of the scholarship offer, engagement of BHP scholars into the business and an enhanced marketing campaign showcasing their support.
- A two year partnership with **Hockey Australia** was developed, providing an outreach opportunity to international students, particularly in India. A partnership with the **Fremantle Football Club** facilitated similar international student engagement. The subsequent formation of the AFL Women's competition will offer further impactful learning opportunities for students.
- Curtin Stadium proudly hosted the **2016 Australian University Games** in September 2016. 368 student athletes represented Curtin, competing in 29 different sports against 7,000 other students. Curtin placed 9th out of 41 universities across Australia.
- The contribution of Curtin alumni was recognised at the annual **Alumni Achievement Awards** in November, with 18 graduates recognised for achievements in their careers and in the community. The Lifetime Achievement Award was presented to Ms Freda Jacob, who helped set the standards for the occupational therapy industry in Western Australia and has left a monumental legacy in her field.
- Curtin's **Row AHEAD** program was a finalist in the 2016/17 WA Sport and Recreation Industry Awards in the Commitment to Participation category. Row AHEAD, run in conjunction with Clontarf Aboriginal College, was one of three programs recognised in this category, primarily for its innovative approach to increasing community participation in sport.
- Curtin signed an MOU with the **Southern Aboriginal Corporation and the Bringing Them Home Committee** that will provide opportunities for students to undertake practice-based learning for credit toward their degrees, at the former mission sites of Carrolup/Marribank and Wandering Brook.
- During **NAIDOC Week** the University signed a memorandum of understanding with Wakuthuni Aboriginal Corporation, Gumala Aboriginal Corporation and Ashburton Aboriginal Corporation. It will assist in developing sustainable and culturally sensitive livelihood solutions to ensure future economic development of the Wakuthuni community in the Pilbara.



A partnership with Hockey Australia provided an outreach opportunity to international students, particularly in India.



## REPORT ON PERFORMANCE (CONTINUED)

### Changing the world through our research and graduates

- Established in 2014 as a start-up company based on research conducted at Curtin, **ePAT Technology** is now trading on the Australian Stock Exchange. ePAT analyses facial expressions for indicators of pain, making better pain management and improved quality of life possible. The technology also won the 2016 Perth Convention Bureau Travel Award at WA Innovator of the Year.
- The **OzAPP Awards** again received strong interest from those developing mobile, cloud and web based applications around Australia and South East Asia. The final pitching now runs as part of a week-long technology based festival, West Tech Fest, which has evolved under Curtin's leadership. The event, significantly supported by the City of Perth aim to foster dialogue and collaboration between innovators, researchers, investors and industry, while further stimulating innovative tech developments in WA and the Asia Pacific region.
- Curtin start up, **iCetana**, was recognised at the CRC Association annual conference as one of the Science Meets Business Top 25 Australian Research and Development Spin-off Companies. iCetana sells video analytics software that increases the effectiveness of installed video infrastructure and security controls rooms. The product is used by Curtin security and has been rolled out internationally in Universities, public transit authorities, shopping malls and other large site management applications.
- Three Curtin programs were selected to participate in **ON Prime**, a national innovation accelerator program run by CSIRO to assist research teams to develop their work for market. The successful Curtin programs are: Biometric Market Research Laboratory, Exoskeleton Robotic Finger Orthosis and Virtual Training for Health and Aged Care. The teams will participate in an eight-week program hosted at the Cisco Internet of Everything Centre.
- Curtin's **Remote Sensing and Satellite Research Group** will be collaborating with 55 scientists from 30 countries who will work on 22 research projects for the Antarctic Circumnavigation Expedition (ACE). The three-month scientific expedition aboard the Akademik Treshnikov, a Russian research vessel, will fully circumnavigate Antarctica to measure the impact of climate change and pollution in the Southern Ocean.
- Curtin ran a **masterclass for entrepreneurs** in 2016, drawing on the network of its Entrepreneur in Residence, Adjunct Professor Bill Tai. Other presenters included Susi Mai, founder of Xtreme Tech Challenge, an international start up competition with Sir Richard Branson as the patron, Paul Herz, a senior operations executive responsible for Apple's display technology, Melanie Perkins, CEO of Canva, the world's fastest growing digital design platform, and Katarina Roth, who has built a highly successful information technology platform consultancy. The event was a sellout and received very positive feedback from the audience of entrepreneurs, developers, researchers and students.

- The **2016 Curtin Commercial Innovation Awards** showcased the latest commercially relevant technologies being developed at Curtin and attracted 300 attendees from industry, government and the investment community. The overall winner was Shutdown Maintenance Optimisation developed by Associate Professor Ryan Loxton – a clever use of algorithms for creating economical shutdown schedules for mining operations.
- The annual **John Curtin Prime Ministerial Library Lecture** was delivered by Melbourne broadcaster, anthropologist and writer, Sally Warhaft and introduced by the Library's Patron, Hon Julia Gillard. The lecture was held the week prior to the Federal election and titled "Curtin's Call: What our 14th Prime Minister would make of the Federal election campaign".
- A team of three Curtin law students won the Asia Pacific Regional Round of the **2016 Manfred Lachs Space Law Moot Court Competition** in India, the first time in ten years that an Australian team has triumphed.

### Expanding our international networks

- Curtin continued to offer quality courses in collaboration with partners in China, Singapore, Malaysia, Mauritius, Vietnam and Sri Lanka. A new initiative in **Dubai**, potentially commencing in 2017, will further strengthen Curtin's global position. Progression of possible alliance opportunities with The University of Aberdeen and other institutions were also investigated.
- In preparation for the Curtin Dubai Campus offering Bachelor courses in 2017, a foundation program was developed in partnership with the **Transnational Academic Group Dubai** to help to ensure the successful recruitment and preparation of students into Curtin programs.
- Curtin University and Nanjing University in China recently signed a memorandum of understanding for the establishment of the **Sino-Australia Collaborative Innovation Alliance**. The alliance will deliver research and innovation on "Megaproject Management in the Era of Internet + and Big Data" and will be driven by industry needs. Joining Curtin and Nanjing are four prestigious universities that will also be core members of the alliance including Tongji University, Harbin Institute of Technology, Huazhong University of Science and Technology, and Shanghai Jiao Tong University.
- As at December 2016, 59 new **international agreements** had been signed, including articulation agreements, MOUs, sponsored student agreements, and student and staff exchange agreements. These agreements focused on collaborative research, student exchange and student recruitment pathways through articulation to Curtin campuses.



Curtin students Jesse Tucek (second from left) and Georgia Ivers (second from right) received the prestigious New Colombo Plan Scholarship from Foreign Minister Julie Bishop (centre). Joining them are Alison Johnson from Curtin's Department of Mobility and Sponsorship Development (far left) and Pratul Awasthi, Curtin's 2014 New Colombo Plan Scholar (far right)

- The formation of the **DuPont Innovation Award** agreement saw DuPont sponsoring a Curtin Business School innovation award which included a generous cash prize and a visit to DuPont's New Innovation and Business Hub in Singapore for the winning research project.
- In the **2016 New Colombo Plan** funding round, grants totalling \$471,000 were awarded to 109 students to undertake industry internships, semester long exchange, study tours and clinical placements in the region. Two Curtin students - Georgia Ivers and Jesse Tucek - were awarded the prestigious New Colombo Plan Scholarship, awarded to Australian undergraduate students who demonstrate academic excellence and leadership skills.
- Curtin continued to actively engage with the **American Chamber of Commerce, Australian British Chamber of Commerce, French Australian Chamber of Commerce, CCIWA and Committee for Perth**. This engagement was enhanced through Curtin's new facilities at St Georges Terrace, Perth.
- Numbers of **articulating students** to Curtin declined by 19 per cent from 2015 to 2016, mainly attributed to declines from Chinese and Indonesian partners. A new China strategy was implemented in 2016 with the appointment of a specialist Regional Dean China, Dr Henry Li.



## REPORT ON PERFORMANCE (CONTINUED)

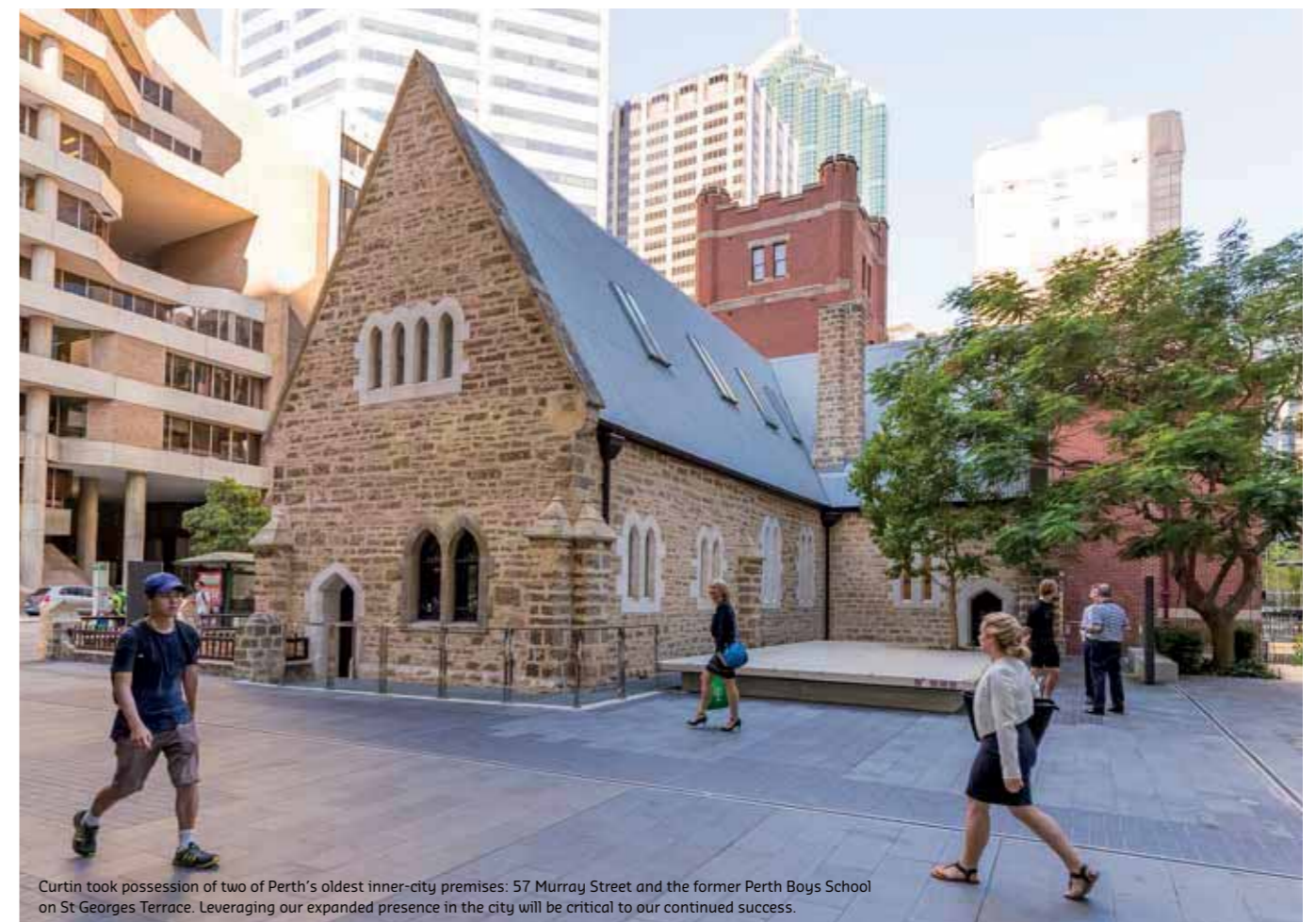
- Curtin enrolled 751 **sponsored students** in 2016, a decline from 963 in 2015. Changes to major sponsor programs such as the Australia Awards Scholarships saw a decrease in this cohort, however Curtin continues to receive positive feedback from sponsored students and the Australian government for the management of this prestigious scholarship program. The largest cohort of sponsored students other than Australia Award students continues to be the Saudi Arabian Cultural Mission.
- Curtin continued to be a leading destination for students sponsored under the **Brazilian Science without Borders** program. In 2016 there were 145 students, slightly up from the 2015 enrolment of 140 students. A key component of their program is an internship or work integrated learning experience over the summer period. All participating students were successfully placed in 2016.
- In 2016, 150 Curtin students participated in full semester **outbound student exchange** opportunities. Curtin continued to provide travel grants to assist students who participated in student exchange programs.
- **Curtin College** continued to be the major pathway provider for international students on-campus in Perth, with 478 students transferring from this pathway in 2016; 93 per cent of the total Curtin College cohort articulated to Curtin in 2016. Recent increases in pre-university pathway visa applications indicate that this pathway will continue to be a significant source of onshore international enrolments. In 2016, the college had its largest intake of students since 2011. Enrolments in Commerce, Engineering and Health Sciences are strong. College pass rates compare favourably with Curtin Bentley and Curtin Singapore. Reports from Curtin show Curtin College graduates' semester weighted averages compare favourably with the wider Curtin cohort.
- In August, Curtin English successfully renewed its **National ELICOS Accreditation Scheme** quality assurance without any recommended changes to implement. The site reviewer's report was overwhelmingly positive.
- A total of 769 students graduated from Curtin's onshore **English Language Bridging** onshore program in 2016, which represents a growth of 62 per cent on the equivalent figure for 2015. This was boosted by a significant Brazilian cohort through Science Without Borders and major growth from India. There were 287 commencements in the offshore English Language Bridging program in 2016. The pass rate of those students completing the offshore program was over 90 per cent.
- **Curtin English** developed an innovative new model, whereby the lower levels of general English will be delivered by a partner organisation before students transfer into Curtin English for the final stages of their English program. The process of selecting a partner is currently underway. This is expected to improve profitability and sustainability and result in an attractive offer for our students.
- Curtin continued to dominate the Western Australian market in **international enrolments**. In 2016, 8,509 international students were enrolled onshore at Curtin – an increase of 2.5 per cent on the previous year. This is despite WA's share of nationwide international enrolments falling from 11.2 per cent to 6.8 per cent since 2002.
- 2016 was a positive year towards further consolidating Curtin's position in Malaysia. The new Science and Engineering building at the **Sarawak campus** was officially opened by the Chancellor and Vice-Chancellor in October and precedes a comprehensive upgrade of facilities over the next five years.
- The number of **PhD students at Sarawak** exceeded the 2016 target of 100 with approximately 120 students enrolled or intending to commence their studies.
- **Dr Beena Girdharan** was appointed Deputy Pro Vice-Chancellor at Curtin Sarawak.
- At **Curtin Singapore**, the ISO 9001 re-certification audit was undertaken in 2016 with no non-conformities detected. Singapore's ISO 9001 certification will continue until September 2018 at which time conversion to the new ISO 9001 (2015) version will be undertaken.
- The closure of the **Sydney campus** was well managed, with valuable assistance from the staff in Sydney to ensure that students continue to receive support during the teachout process. The emphasis throughout was to ensure the students were not disadvantaged in completing their degree and the process and effort from staff situated at Sydney and Bentley has been commendable in achieving this outcome.

### LOOKING FORWARD

We will take engagement with our government, industry and corporate partners to a new level. Leveraging our recently expanded city presence will be critical, as will a focus on ensuring that we are seen as a collaborative and accessible partner of choice, both locally and internationally.

More broadly, our goal is to ensure that our reputation and profile aligns with our strengths and our achievements. We will use our 50 year anniversary in 2017 to secure our position globally. At the same time, we are committed to having clear and sustainable strategies in place to deliver benefits to regional Western Australia.

Beyond the anniversary, it is important that we build our capacity to engage with our alumni in ways that will engender their ongoing loyalty and support.



Curtin took possession of two of Perth's oldest inner-city premises: 57 Murray Street and the former Perth Boys School on St Georges Terrace. Leveraging our expanded presence in the city will be critical to our continued success.



## REPORT ON OPERATIONS

### GOVERNANCE OF THE UNIVERSITY

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

Council met on eight occasions in 2016, including one meeting held at Kalgoorlie.

A Council Retreat was conducted on 8 October 2016 on the strategic positioning of the University.

At its meeting on 7 December 2016, Council elected Ms Sue Wilson to the position of Pro Chancellor for a new term that is to commence on 4 March 2017 and is due to cease on 3 March 2020.

Key governance-related activities considered by Council in 2016 included:

- approval of the following:
  - Key performance indicators for assessing the Vice-Chancellor's performance in 2016
  - Establishment of a Dubai Campus
  - Procurement process for Stage One of Greater Curtin
  - Budget for 2017
  - Various honorary awards
  - Amendments to University Rules re Executive Manager Titles
  - Amendments to Student Guild Regulations
  - University Strategic Plan 2017-2020
- noting reports on the following:
  - University's performance against key performance indicators, measures and targets identified in the Strategic Plan 2013-2017
  - Strategic Risk
  - Alumni relations
  - Financial management
  - Investment Performance
  - Square Kilometre Array
  - Pawsey Supercomputing Centre
  - Disability Access and Inclusion Plan
  - Operations of the Kalgoorlie Campus in 2015
  - Performance of the Curtin University Foundation in 2015
  - Health, Safety and Emergency Management
  - Equal Employment Opportunity
  - Integrity and Standards
  - 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 2016 as part of Council's meeting program.

Strategic conversations included:

- Indigenous outcomes
- Greater Curtin and sustainability
- University Strategic Plan - stakeholder engagement
- Academic Governance
- International strategy

Portfolio presentations included:

- Humanities
- Health Sciences
- Curtin Business School
- Learning and Teaching

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:

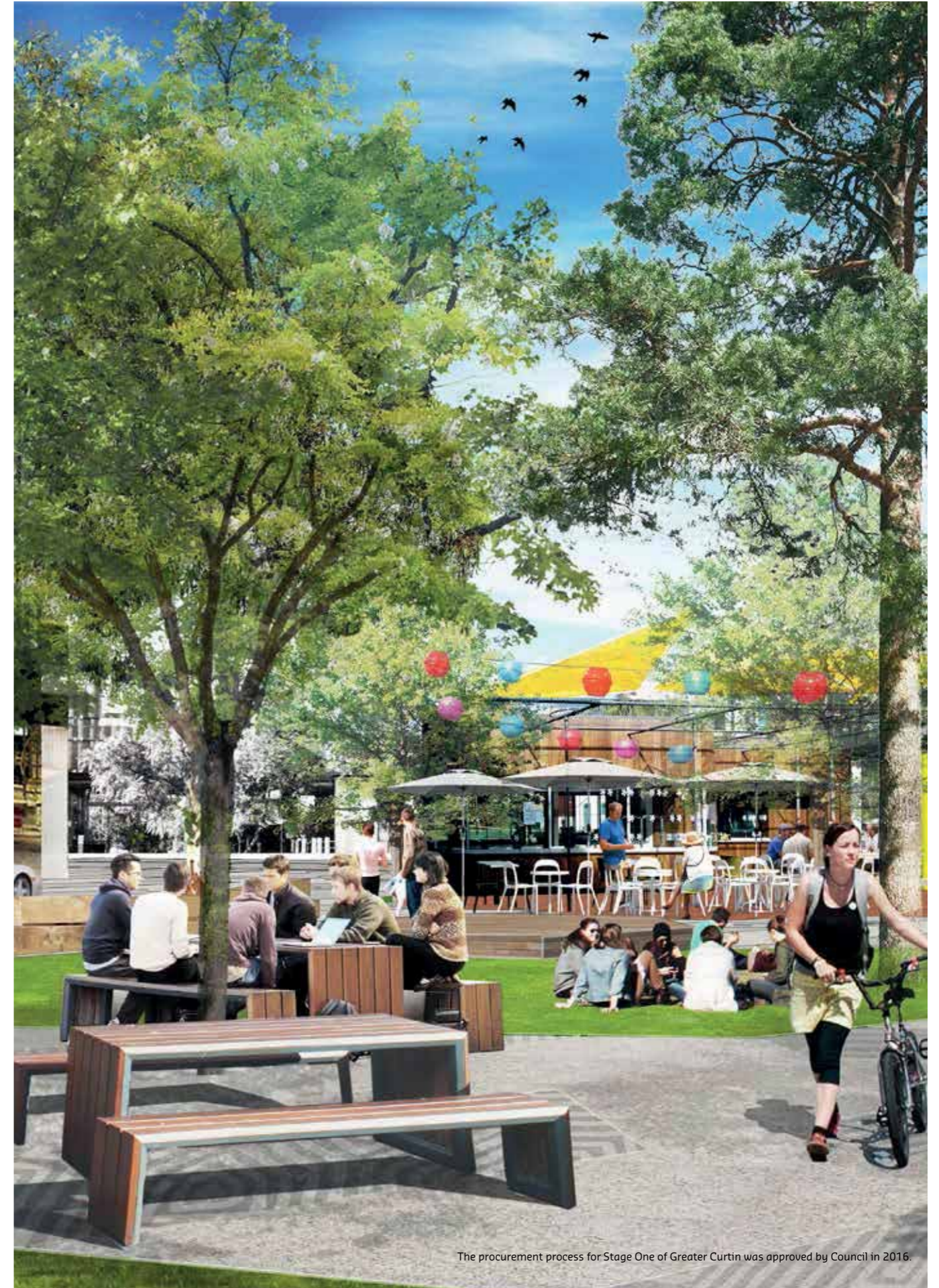
- Executive Committee
- Finance Committee
- Audit and Compliance Committee
- Legislative Committee

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



The procurement process for Stage One of Greater Curtin was approved by Council in 2016.



## REPORT ON OPERATIONS (CONTINUED)

### MEMBERS OF COUNCIL FOR 2016 (AS AT 31 DECEMBER 2016)

Members appointed by Governor in Council	Commenced	Terminated	Due to expire
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	14/09/2016	
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)	1/4/2016 1/4/2013 20/4/2010	Current 31/5/2016 31/3/2013	31/3/2019
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
<b>Member nominated by Minister for Education and Training</b>			
Ms Sue Wilson BJuris LLB (UWA) FAICD FGIA	3/5/2016 3/5/2013	Current 2/5/2016	3/3/2017*
<b>Member who is the Chief Executive Officer</b>			
Professor Deborah Terry AO BA (ANU) PhD (ANU) FASSA FAPS	17/2/2014	Current	Ex-officio
<b>Members elected by full-time academic staff</b>			
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	1/4/2016 1/4/2013	Current 31/3/2016	31/3/2019
<b>Member elected by full-time salaried (general) staff</b>			
Mr Andrew McLean BA(Hons)(Curtin) AFATEM	18/6/2016	Current	17/6/2019
Mr Andy Sharp B Arch (Canberra) MBA (Curtin)	18/6/2013	17/6/2016	
<b>Members elected by students</b>			
Mr Liam O'Neill	13/4/2016	Current	12/4/2017

Mr Jason Giancono	13/4/2015	12/4/2016	
Ms Noni Elliott Hobbs	13/4/2016	Current	12/4/2017
Ms Saraya Martin	13/4/2015	12/4/2016	
<b>Co-opted Members</b>			
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 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
<b>Member elected by Academic Board</b>			
Associate Professor Linley Lord DBA (Curtin) Postgrad Dip Bus (Human Resource Development) (Curtin) BSc (UWA)	1/4/2016 1/4/2014 1/4/2012	Current 31/3/2016 31/3/2014	31/3/2018

\* The term of office is required to cease on the 60th day after the day on which the *Universities Legislation Amendment Act 2016* came into operation, that is, 2 January 2017.



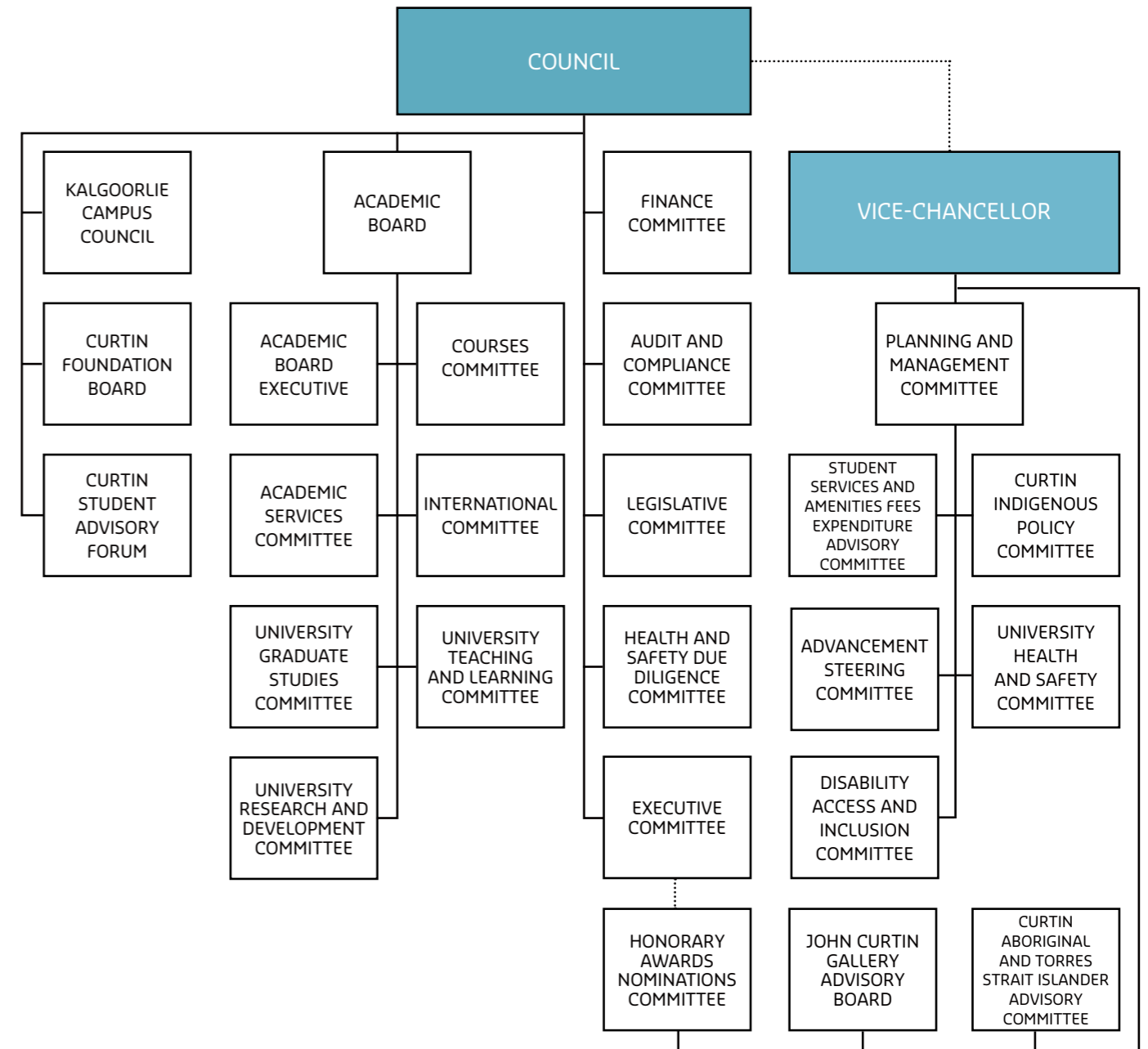
# REPORT ON OPERATIONS (CONTINUED)

## MEMBERS OF COUNCIL



Back row from left to right: Liam O'Neill, Dr Michael Stanford, Dr Andy Crane, Gene Tilbrook, Steve Scudamore, Alex Jones  
 Front row from left to right: Andrew McLean, Noni Elliott Hobbs, Professor Deborah Terry AO (Vice-Chancellor), Colin Beckett (Chancellor), Sue Wilson (Pro Chancellor), Professor Dale Pinto, Associate Professor Linley Lord, Professor Glenda Scully  
 Absent: Michael Lishman

## COMMITTEE STRUCTURE (AS AT 31 DECEMBER 2016)



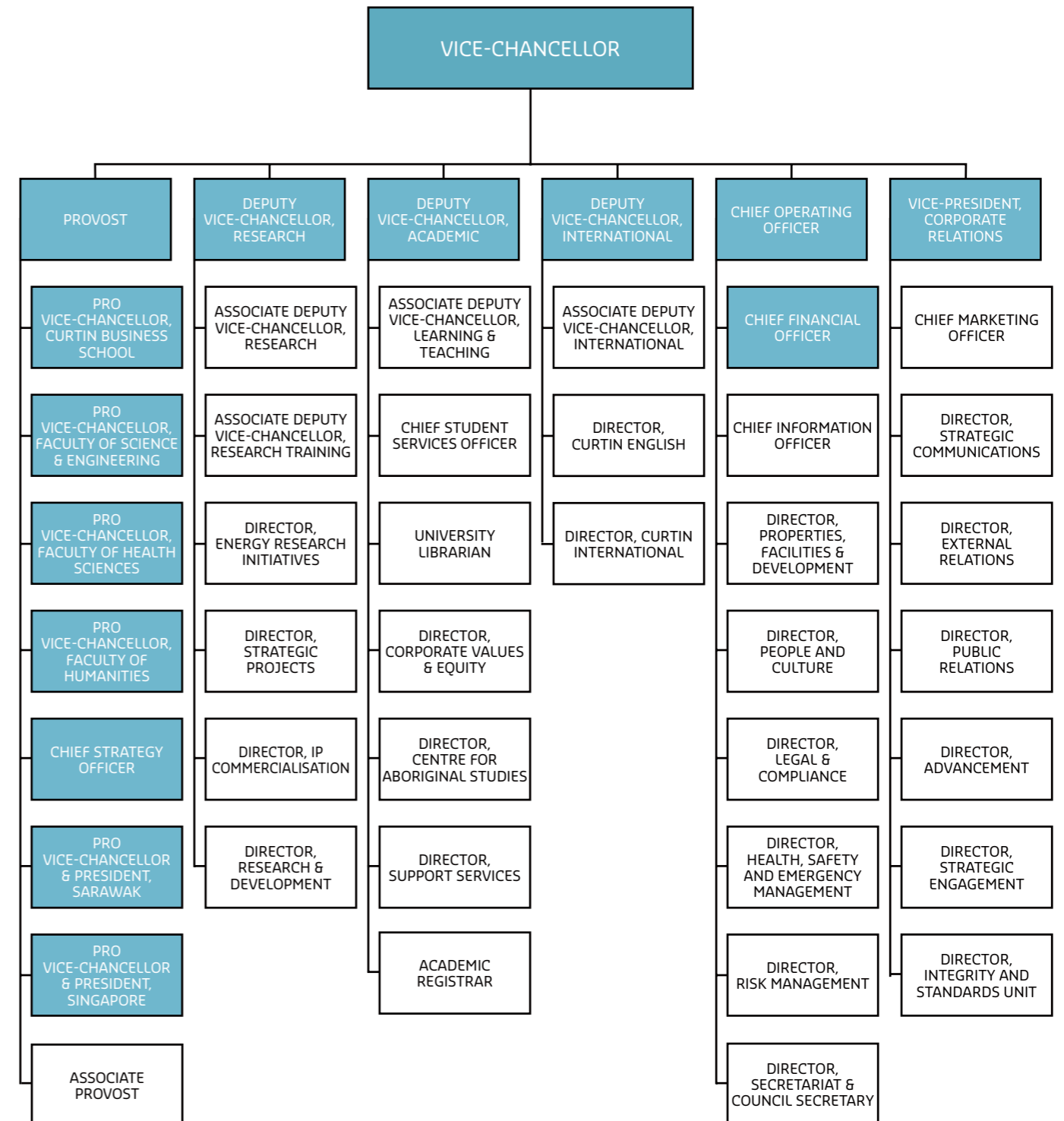


# REPORT ON OPERATIONS (CONTINUED)

## ADMINISTRATIVE STRUCTURE

Vice-Chancellor	Professor Deborah Terry AO
Provost	Professor John Cordery
Deputy Vice-Chancellor, Academic	Professor Jill Downie
Deputy Vice-Chancellor, International	Professor Seth Kunin (commenced 1 April 2016) Associate Professor Simon Leunig (Acting)
Deputy Vice-Chancellor, Research	Professor Chris Moran (commenced 1 August 2016) Professor Graeme Wright (Retired)
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	Professor Alan Dench (commenced 1 August 2016) Associate Professor Stephen Mickler (Acting)
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 2016 (excluding hourly paid/casual staff)

	Continuing/ permanent	Fixed term/ temporary	Total
<b>Academic staff</b>	830.3	642.5	1,472.8
<b>Professional &amp; general staff</b>	1,481.3	473.4	1,954.7
<b>Total</b>	<b>2,311.6</b>	<b>1,115.9</b>	<b>3,427.5</b>

#### STAFFING POLICIES AND INITIATIVES

Two new staffing Procedures were approved in 2016, the *Family and Domestic Violence Leave and Support Procedures* and the *Titles for University Position Procedures*. The *Titles for University Position Policy* was rescinded.

The *Academic Freedom Policy* was renamed the *Intellectual Freedom Policy* and updated for relevancy and to reference all staff and students.

#### ONBOARDING

A new approach to onboarding staff at Curtin was implemented with a new online system providing a personalised contract to all new starters. The system also provides line managers with analytics on onboarding and recruitment processes.

#### WELCOME TO CURTIN

A new corporate induction, Welcome to Curtin, was implemented for all new fixed term and continuing academic and professional and general staff. The induction program enhances the new starter experience and is intended to connect, inspire and motivate. The Welcome to Curtin was complemented by informal afternoon teas with the Vice-Chancellor on the three month anniversary of new staff.

#### INDUSTRIAL RELATIONS

Negotiations for replacement enterprise agreements between Curtin University, unions and individual bargaining representatives commenced in April 2016.

While traditional ways of delivering academic services will remain relevant, new products, digital delivery methods and a growing focus on the delivery of Curtin qualifications to the international market will necessitate that alternative approaches to organising and delivering academic services are available. Creating cost effective alternatives to operate in conjunction with traditional academic work patterns is a cornerstone of the bargaining approach by Curtin.

## HEALTH, SAFETY AND EMERGENCY MANAGEMENT

### 2016 REPORTABLE KEY PERFORMANCE INDICATORS

Measure	Actual results			Target	Comment on result
	2014	2015	2016		
Number of fatalities	0	0	0	0	Meets target
* Lost time injury/disease (LTI/D) incidence rate*	0.44	0.29	0.45	0 or 10% improvement	No improvement compared to 2015, however consistent with previous years
**Lost time injury/disease (LTI/D) severity rate**	0	0	0	0 or 10% improvement	Meets target and consistent with past 2 years
***Percentage of injured workers returned to work within***:				Greater than or equal to 80% return to work within 26 weeks	Exceeds target. 100% of staff returned to work within 26 weeks
(i) 13 weeks	61%	75%	79%		
(ii) 26 weeks	83%	91.67%	100%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	60%	67%	73%	Greater than or equal to 80%	Some improvement compared to 2015

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

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

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

### 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 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, with the aim to continually improve our safe work practices and processes.

The 2016 Health, Safety and Emergency Management (HSEM) Plan focused on strategies to deliver long term sustainable health and safety performance in all areas, with key objectives for 2016 successfully achieved, including:

- WorkSafe Plan Accreditation – Curtin undertook a WorkSafe Plan audit resulting in a Gold Certificate of Achievement being awarded to the University by our state regulator WorkSafe WA, for demonstrating a best practice approach to health and safety management across all of our WA campuses.
- Launch of Curtin's new Hazard And Risk Management software (CHARM) – a more user-friendly system that allows greater visibility and reporting capabilities at the user end.
- Other achievements included completion of a Curtin wide Chemical Management Plan and associated documentation; development and review of various HSEM procedures and guidelines; conduct of emergency management exercises with internal and external stakeholders and combat agencies; participation in the 2016 National Safe Work Month, including the 'CU Safe Expo', various HSEM activities, demonstrations and seminars run over the month of October.



## REPORT ON OPERATIONS (CONTINUED)

### 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, recently re-named Curtin's Corporate Wellness Team. The name change reflects a continued focus on best practice injury management for both work related and non-compensable conditions along with proactive wellness interventions whilst continuing to ensure the University meets its obligations under the Workers' Compensation and Injury Management Act 1981.

Curtin's Wellness Program for staff resides within this team function and provides lead indicators for health and safety measures captured in order to monitor and measure the effectiveness of any preventative strategies. This proactive approach to injury and illness enables area specific injury prevention projects across Curtin to target positive health and safety outcomes. The Corporate Wellness team continues to provide specialist 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.

### SIGNIFICANT ISSUES AND TRENDS

#### EFFECT OF ECONOMIC AND OTHER FACTORS

Following from the change in Coalition leadership in 2016, the Australian tertiary sector awaits direction regarding the national higher education policy and funding agenda. The continued delay in the implementation of the Federal Government's policy reforms including the intended, but as yet unlegislated, aim to reduce higher education funding by 20 per cent, has resulted in financial pressure and continued uncertainty for the sector overall. The Government has signalled a focus on enhancing quality and transparency within the sector, as evidenced by a recent review into higher education admissions policies and its increasing focus on demonstrating graduate employability. In addition to these pressures, the sector is impacted by market trends including: changing demographics of the student population; unprecedented competition for students nationally and globally, exacerbated by the rise of private providers in Australia; the continued expansion and influence of disruptive technologies on learning and teaching approaches; and changes in the scope, nature and funding of research.

The National Innovation and Science Agenda (NISA) launched in December 2015 and the proposed 2016 National Research Infrastructure Roadmap, released for comment in December 2016, demonstrates a national commitment to research and innovation. A key measure within the NISA is the introduction of a national engagement and impact assessment which will examine how universities are translating their research into economic, social and other benefits as well as fostering collaboration between universities, industry and other end-users. Curtin is well-placed in research translation and knowledge exchange and has a number of exemplary programs such as the Cisco Internet

of Everything Innovation Centre (CIIC), co-founded by CISCO, Curtin and Woodside Energy Ltd, which won the Best Creative Engagement Strategy at the Knowledge Commercialisation Australasia (KCA) Research Commercialisation Awards in 2016.

While competition for Federal research funding is expected to tighten in coming years, two new initiatives of the Australian Research Council will be of benefit to Curtin's research strengths. The ARC Statement of Support for Interdisciplinary Research in 2016 will increase opportunities for interdisciplinary research in the National Competitive Grant Program (NCGP) and the implementation of continuous application, rather than fixed term dates of application, for Linkage Projects will assist Curtin researchers and their partners in timely grant application, review and award. Curtin researchers received \$10 million in research funds for 2016 projects that range from philosophical ethology to atomic collisions research. Curtin also received \$6 million in National Health and Medical Research Council (NHMRC) funding for 2016 projects.

Western Australia's transition from construction-driven growth to broader drivers of economic activity has resulted in lower enrolments in some disciplines. The state has also experienced a higher unemployment rate which has impacted on employment opportunities for new graduates in some fields. Research investment by industry has also been affected by the transition away from resource-based investment.

The 'half-year cohort' created in 2002 when the school starting age changed saw a decline in 2015 of the number of applications by WA school leavers to the Tertiary Institutions Service Centre (TISC) of 32 per cent and a subsequent 9 per cent decline in enrolments at Curtin. The half-year cohort is no longer a factor in enrolment intake in WA from 2016, but will have some pipeline impact on total enrolments for the next three years. With the end of the half-year cohort, applications to TISC in 2016 increased by 56 per cent from 2015 or compared to applications prior to the half-year cohort, applications increased by 6 per cent. Curtin's commencing enrolments for 2016 saw a 5 per cent increase from 2015, but down by 4 per cent from 2014.

Curtin leads the state in the percentage of TISC first preferences, taking 46 per cent of the market share for the 2016 cohort. The University continues to attract a growing number of higher achieving applicants – 24 per cent of commencing students have ATAR scores at 95 or above.

International onshore student enrolments in Western Australia appear to be returning to growth after a period of decline, although there is an evident need for a coordinated international education strategy for the state in line with the recently released National Strategy for International Education. Nevertheless, Curtin's onshore commencements have been steady, and the University's offshore enrolment continues to grow, particularly at our Sarawak campus and in programs delivered in Mauritius.

While Curtin is impacted by the aforementioned challenges, the University has maintained a competitive position in the market and 2016 was a very successful year for Curtin in terms of our global positioning.

The prestigious Nature Index which examines the high-quality research output of universities and institutions ranked Curtin at 358 in the world and 9 nationally in 2016, up from 423 in 2015 and 10 in 2015.

Curtin was also ranked at 94 in the world and 3 nationally in the Nature Index Rising Stars Top 100 for growth in high-quality science, with Nature Index noting that "Curtin is the fastest moving and most collaborative of Australian universities". Curtin's top ten collaborators include seven other Australian universities, the CSIRO, the Chinese Academy of Science, and Nanjing University of Technology.

Curtin continues to rise in the prestigious Academic Rankings of Universities (ARWU) and is now positioned 211 in the world and 10 in Australia, up from 270 in the world and 11 nationally in 2015. The University's steady growth in this ranking enables us to pursue collaborations with other highly ranked universities.

Curtin's positioning within the top 10 Australian universities on all of the major research-based global rankings reflects a concerted effort by the University to be more research intensive.

#### Changes to the legal environment affecting the University in 2016

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

#### COMMONWEALTH LEGISLATION

Amendments to the Australian Consumer Law affect new or renewed contracts entered into on and from 12 November 2016 which meet four criteria. This update is relevant to Curtin University as some of the contracts entered into are with small businesses and Curtin University will have to take care to avoid potentially unfair contract terms.

### WESTERN AUSTRALIAN LEGISLATION

The *Universities Legislation Amendment Act 2016* passed both Houses of the WA Parliament in October 2016 and received royal assent on 19 October 2016. All provisions were proclaimed to come into operation on 2 January 2017, except those provisions which relate to the remuneration of members of the University Council and Kalgoorlie Campus Council which come into operation on 1 October 2017.

The purpose of the Amendment Act was to amend the *Curtin University of Technology Act 1966*, and the enabling Acts of the other WA universities. The amendments relating to Curtin include the renaming of the University to "Curtin University"; the size, composition and remuneration of Council; the form, functions and composition of the Kalgoorlie Campus Council; delegation arrangements; filling of casual vacancies; nomenclature of university officers; inclusion of gender neutral language; borrowing powers; commercial activities including the use and development of Curtin's land for commercial purposes; the tabling and disallowance of statutes; arrangements regarding the setting, collection and distribution of the student amenities and services fees and the maximum penalty for a by-law infringement.

The *Curtin University of Technology Act 1966* is now also cited as the *Curtin University Act 1966*.



## 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 2016 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 2016 the following costs were recorded against these items:

	Sum of GST exclusive amount \$
<b>Advertising Agencies</b>	<b>2,715,746</b>
Campaign	-
Non Campaign	2,715,746
<b>Market research organisations</b>	<b>176,950</b>
<b>Media advertising organisations</b>	<b>2,948,107</b>
<b>Grand Total</b>	<b>5,840,803</b>

#### CAPITAL WORKS

##### Greater Curtin Stage One

Curtin has a goal of transforming the physical Bentley campus into a new knowledge cluster based on the agglomeration of research, students and industry. Greater Curtin is a transformational project aimed at delivering long-term benefit to Curtin University and all Western Australians by catalysing important urban development focused on the University's mission.

In 2016, a procurement process was launched to seek private sector consortia to finance, design, deliver and operate the initial components of Greater Curtin Stage One. Components of this stage include student accommodation, academic and industry facilities, public transport hub, retail and other supporting infrastructure.

Road and services infrastructure to support the Greater Curtin Stage One development began in January 2016 and will be completed in early 2017.

##### Building 410 Curtin Medical School and teaching facilities

Building 410 was completed in mid 2016. The facility offers a comprehensive range of state of the art learning and teaching facilities. While the building will be utilised by a wide variety of students, it will be the home base for Curtin Medical School.

##### Building 304 research facilities (agriculture)

Construction is complete for Building 304 which provides Physical Containment Level 2 (PC2) and Quarantine Containment Level 3 (QC3) laboratories and research facilities to support Curtin's research activities with a particular focus on agriculture and grains research.

##### Kalgoorlie Campus student housing (Agricola College)

The project to replace the existing student housing at Kalgoorlie with the construction of facilities accommodating 180 new beds and 48 refurbished beds is near completion with full occupancy planned for early 2017. To meet the constraints of the regional location, innovative modular construction has been successfully implemented.

The anticipated total cost is \$32 million with \$21.5 million being contributed from Royalties for Regions funding.

##### Curtin Connect – Student Engagement in buildings 101, 102 and 103

This project will create a cutting edge, technology-enabled, single stop for face to face services for students and prospective students. The facility will be completed mid 2017.

##### Refurbishment

In 2016 a variety of refurbishment programs were undertaken. This included the strategic projects in the CBD (Curtin Law School and Old Perth Boys city hub) and a range of projects to support the growth in research programs. The majority of this program provided facilities for the Faculty of Science and Engineering, reflecting their success in initiating new research programs.

##### Midland Campus (Health)

In May 2015, the Federal Government announced it had given its approval for a Curtin University Medical School. This announcement was supported by the State Government who committed to provide Curtin University with \$22 million and land for a facility based in Midland to house activities of the new Curtin Medical School and other University programs where appropriate. This project is now in the planning phase with a completion date forecast for 2019.

#### DISABILITY ACCESS AND INCLUSION PLAN (DAIP) OUTCOMES

In 2016 Curtin commenced the final year of its DAIP 2012-2017 which will finish on 30 June 2017. Good progress was made on long term initiatives and major projects such as investigating the process to benchmark the DAIP against other WA universities, now to be undertaken in second semester 2017. Properties, Facilities and Development commenced benchmarking its facility management process against the Tertiary Education Facilities Management Association Accessibility rating.

In collaboration with the Disability Services Commission, housing industry and the Liveable Housing Project, Curtin has developed academic AV material regarding universal design in the built environment with final completion of all material due March 2017.

Wide cross-campus discussions regarding the use of universal design principles in Curtin's facilities, programs and services occurred throughout 2016, with agreement to use a universal design approach to Curtin's access and inclusion initiatives in the next DAIP.

The five year DAIP 2012-2017 review and draft report was completed and the review findings used to prepare the draft three year plan, DAIP 2017-2020. Both are due for lodgement with the Disability Services Commission by 30 June 2017. Curtin made progress in all strategies pertaining to the seven DAIP mandated outcomes and met all external progress reporting requirements in 2016.

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

Curtin's commitment to the inclusion of people with intellectual disability on campus and the Disability Services Commission's state-wide *Count Me In* strategy continues with goodwill and support from academic staff. Resolving enrolment, assessment and award issues will continue in 2017.

Norton Gold Fields, partnering with the Curtin Specialist Mentoring Program to support students on the autism spectrum, generously contributed to a dedicated social space (Norton Gold Fields Common Room) for Bentley campus students. Curtin has experienced an increase in enrolments of these students consequent to such initiatives.

To improve student access to academic programs, an IT accessibility audit of student computer labs was completed and 25 Sonoscent Audio Notetaker software licences were purchased for use by students with learning difficulties.

Equity Room improvements in the Robertson Library were completed and the new accessible web site is now live.

Discussions to make the DAIP more student-friendly began between the Student Guild, Disability Services and Digital Services - Student Experience.

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

The inaugural Curtin Physical Access Plan and Universal Design Guidelines - Built Environment were completed. These are a first for Australian universities. The guidelines will inform Curtin contractors about Curtin's building standards.

The Curtin Wayfinding Strategy project was briefed and will include physical and digital wayfinding, and directives for physical planning structures, spaces and the environment with completion due January 2017.

Building 108 emergency egress project was completed, providing a model for possible future situations. Resolution involved the person with disability most affected, community agencies (St John's Ambulance), Curtin staff (training) and a teaching and learning opportunity for occupational therapy students.

An accessible parking and transport strategy, Mobility at Curtin, was completed in December 2016, with implementation over five years.

##### 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 Web Toolkit overhaul, to update online information, Curtin web developers and content authors, was completed. A web accessibility training course for all Curtin Information Technology Service (CITS) developers was conducted on-campus by Vision Australia in November 2016.

Universal Design Guidelines - Teaching & Learning, based on the inaugural UDG-Built Environment, are scheduled for development in 2017.

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

The staff online Disability Awareness module was workshopped in 2016, for delivery in 2017.

Two Counselling & Disability Services staff – Counsellor and Disability Advisor – are based part-time in the Centre for Aboriginal Studies.

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

Curtin's Integrity Standards Unit continued discussions with WA Deaf Society regarding an Auslan translation on the Curtin website to enable people with hearing difficulties to access our complaint portal.



## REPORT ON OPERATIONS (CONTINUED)

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

The draft Curtin Guidelines for Accessible Public Consultation was reviewed and the Office of Strategy and Planning Market Intelligence Research website includes reference to alternative format requirements when planning research and surveys.

A variety of alternative consultation formats were used in the five year review of DAIP 2012-2017.

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

The research project regarding appropriate development opportunities for staff with disability to meet longer-term plans for career development was completed.

## ENVIRONMENTAL SUSTAINABILITY

### Biodiversity

Curtin aims to provide a safe and healthy environment for our students, staff and the community whilst minimising our environmental impact.

Key initiatives include the implementation of the University's Black Cockatoo Action Plan 2016-2018 and the Urban Forest Action Plan 2014-2020. To improve the food source for the black cockatoo, Curtin University has installed a variety of mature tree and tube stock of high priority feeding trees. In 2016, 420 tube stock and 110 mature trees were planted, while 13 existing trees were transplanted.

### Green Star Communities

In February 2015, Curtin was awarded Australia's first 5-Star Green Star-Communities rating from the Green Building Council of Australia (GBCA). The 5-Star rating, which equates to 'Australian Excellence' was earned after the University Master Plan was assessed against benchmarks for governance and innovation, design excellence, environmental sustainability, economic prosperity and liveability.

In 2016, in preparation for recertification, the focus was on documenting sustainability-related activities across the University. More than one hundred current initiatives have been documented.

### Energy management

Curtin has a strong focus on energy efficiency to reduce both greenhouse emissions and energy costs. During 2016 Curtin implemented an Energy Management Plan aimed at better understanding our environmental impact. Key initiatives include the completion of the electricity sub-metering program and implementation of an innovative Energy and Water Monitoring system across every building at the Bentley Campus to track and manage resource use and improve asset performance.

To achieve the best possible energy efficiencies, we continually review past projects and identify opportunities for new facilities. For instance, building 410 includes a 50 kW photovoltaic system, solar hot water, LED lighting and high performance glazing. Other strategies are aimed at improving indoor air quality through higher ventilation rates and low-formaldehyde and low-VOC finishes. In addition, the project achieved our 90 per cent construction waste recycling target.

### Water efficiency

As a major potable and ground water consumer, the University reviews its Water Efficiency Management Plan annually to find new ways to save money in water and sewerage charges while reducing consumption.

Water efficient water fixtures and toilets are installed in all new buildings and refurbishment, and landscaping is undertaken using water wise plantings. A 50 kL grey water recycling system is now being trialled in Building 410.

## INSURANCE

An indemnity agreement was 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 2016 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.

## MARKETING AND COMMUNICATION ACTIVITIES

The University ended the year with a record 48.8 per cent of Western Australia's undergraduate applicants choosing Curtin as their preferred destination for 2017, compared to UWA (25 per cent), Murdoch (14.7 per cent) and ECU (11.1 per cent). This continues Curtin's upward trajectory in terms of market share, and is an indication that our marketing and communication activity resonating with this key market.

University Marketing adopted a more personalised approach to digital marketing in 2016, with the implementation of automation software Marketo in October. The system enables tailored communication to prospective students in Curtin's database, based on their interests and level of education. The system was successfully piloted with prospective postgraduates in 2016, and it will be expanded to the prospective undergraduate market in 2017. It is hoped that the approach will increase engagement across all segments and safeguard Curtin's strong market position over coming years.

A significant portion of the Curtin website was updated in July, to a new streamlined, design that is responsive across multiple devices, and a re-thought navigation structure, to provide the University's visitors with a more intuitive online experience. The Curtin homepage is a key communication tool for the University, receiving more than 2.2 million visits each year. These improvements were a milestone in a larger program of works, which will see improvements to our online course catalogue, research promotion and networking, and staff portal in 2017.

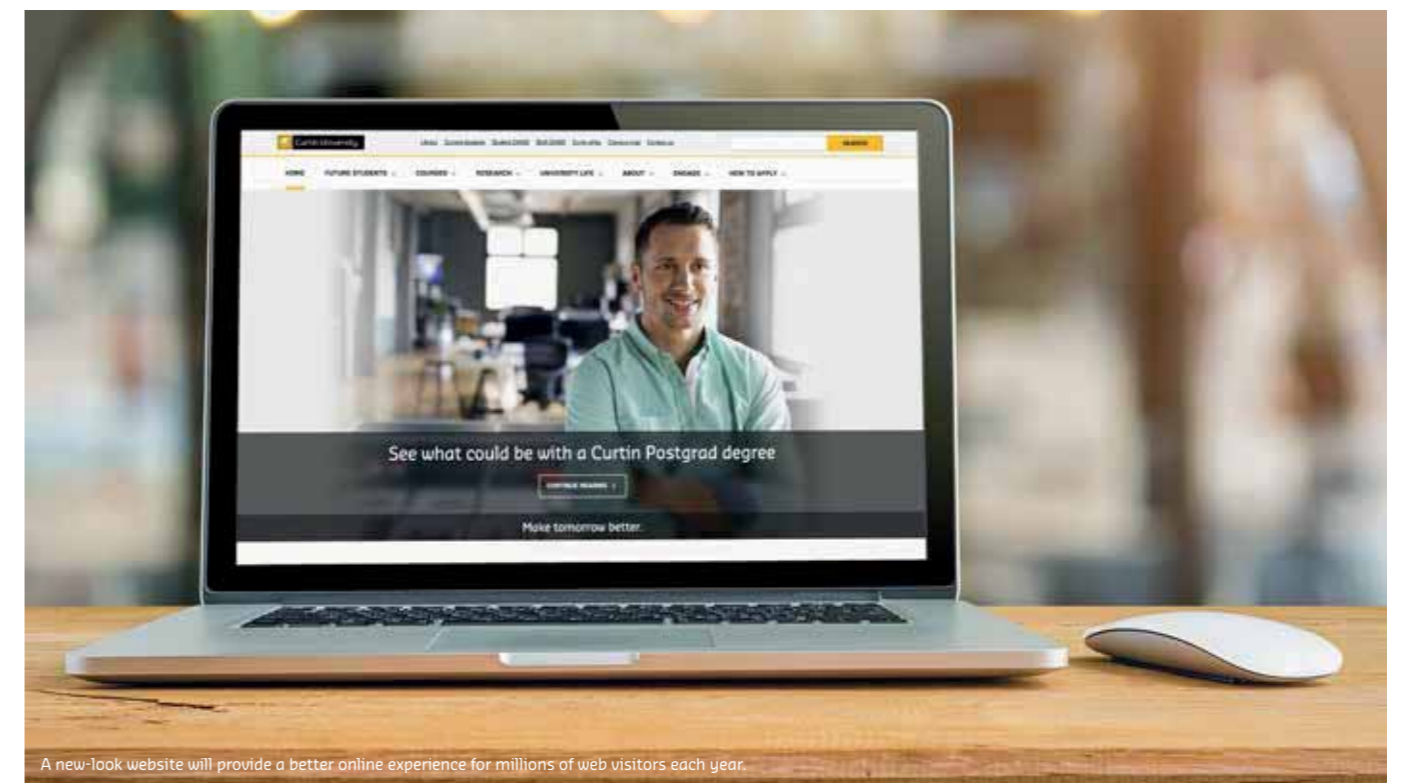
## PRICING POLICIES ON OUTPUTS PROVIDED

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](http://fees.curtin.edu.au).



A new-look website will provide a better online experience for millions of web visitors each year.



## REPORT ON OPERATIONS (CONTINUED)

### RECORDKEEPING – COMPLIANCE WITH THE STATE RECORDS ACT 2000 (WA)

Curtin University (Curtin) is committed to the reliable and systematic management of its documents and records in accordance with good practice standards. As Curtin was established under an Act of the Parliament of Western Australia, it is also subject to the provisions of the *State Records Act 2000* (WA) (Act). In accordance with this Act, Curtin works under an approved 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.

#### Significant improvements and developments:

- Work continued at the Western Australian School of Mines in Kalgoorlie on capturing and recording archival and historical material in various formats, including the completion of an oral history project.
- Enhancements were made to the Curtin Records and Information System to improve functionality and efficiency.
- Various records and information management resources were reviewed and updated (including advice with regards to using cloud services)
- Curtin's Privacy Statement was also revised in 2016.

#### Ongoing Records and Information Management 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. Customised training to areas on managing records within file shares was also provided.
- Over 1300 staff completed the online information management awareness training in 2016. 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 raising activities in relation to Privacy and Freedom of Information responsibilities were provided to staff.
- Feedback is sought from attendees and all training is reviewed regularly.

### 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.

During 2016, there were four key areas of focus:

- **Culture** – Curtin maintained a strong focus on strengthening its culture. Risk Management participated in the Strengthening our Culture Steering Committee, Working Groups as well as nominating a culture representative from the team. Culture is an important pillar of Curtin's Risk Management Framework and to this end, the Risk Management Policy contains four risk aware behaviours aligned to Curtin's desired culture, namely:
  - Tone from the top – the University community values risk and will proactively integrate risk aware behaviours into University business or activities, and will embed the University's risk assessment and treatment processes where required.
  - Continuous disclosure –
    - i. The University community will communicate bad news (concerns) and good news (opportunities) on time to the relevant manager.
    - ii. Managers will listen to, and respond appropriately to, concerns or opportunities, and the University community will be encouraged to speak openly and honestly.
    - iii. Managers will monitor risk and will disclose risks identified as approaching or exceeding Curtin's risk appetite.
  - Prudent decision making – policies, delegations, processes and procedures will reflect the degree of risk, empowering agility and innovation. Decisions will be timely and prudent, based on relevant information.
  - Single line accountability – individual staff will be held to account for the success of activities, projects or functions, even when working in groups or teams. Staff will be appropriately empowered to deliver agreed outcomes within the University's risk appetite.

Additionally Curtin has a risk appetite and various risk tools to assist staff and students make prudent decisions. Significant work was undertaken enhancing and embedding fieldwork risk tools. Curtin now has an enterprise wide framework for fieldwork with risk management incorporated. Curtin has over 20 000 fieldwork placements annually in support of Work Integrated Learning, co-curricular and research activities, giving our students enhanced local and global learning experiences and opportunities. Embedding risk management thinking in everyday activities is fundamental to building a risk aware culture. An external desktop review of the fieldwork risk framework provided guidance for future improvements. However the review noted that Curtin University is working towards establishing international best practice processes and resources to professionally train and support students and staff at the university who work off-site as part of their activities at the university

- **Strategy** - New technologies, new competitors and overall market disruption in the delivery of higher education globally has the potential to impact Curtin. Accordingly, Curtin's risk profile, disruption scenarios and a risk issues map were updated alongside development of the 2017-2020 strategy. A revised risk profile will be finalised in early 2017 in support of delivery of the 2017-2020 strategy incorporating key risk indicators for each strategic risk.
- **Systems** - Work has been underway to examine system solutions for enterprise risk management and business continuity. Given the size and complexity of Curtin's global operations, adoption of an enterprise wide system integrated with other governance processes including planning, will reduce the administrative burden on the front line managers ideally using one process to deliver many outcomes.
- **Assurance** - Following an external review of the internal audit function in 2016, it was agreed to move to a co-sourced model for internal audit delivery. The revised model will provide access to global expertise and subject matter experts across higher education and other industries to align with the global footprint of the University. In addition, the internal audit function has joined with Risk Management to become Risk and Assurance, incorporating sound controls to maintain independence and objectivity.

### 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 2016, the University had no subsidiaries.

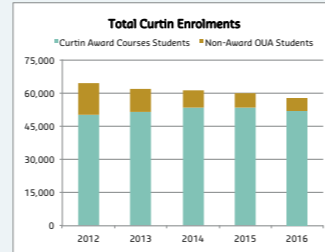
### VOLUNTARY CODE OF BEST PRACTICE FOR THE GOVERNANCE OF AUSTRALIAN UNIVERSITIES

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 2016 was noted by Council at its meeting on 15 February 2016. The University complies with all 14 protocols.

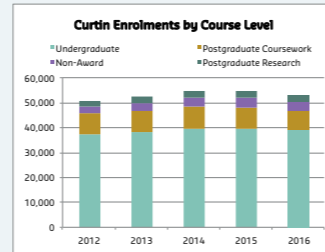


## CURTIN KEY STATISTICS

	2012	2013	2014	2015	2016
<b>CURTIN ENROLMENT</b>					
<b>Headcount</b>	<b>64,042</b>	<b>61,724</b>	<b>60,762</b>	<b>59,942</b>	<b>58,217</b>

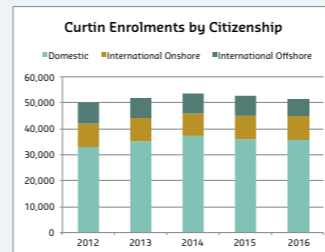


	2012	2013	2014	2015	2016
<b>CURTIN ENROLMENT EXCLUDING NON-AWARD OPEN UNIVERSITIES AUSTRALIA (OUA) STUDENTS *</b>					
<b>Headcount</b>	<b>50,106</b>	<b>51,595</b>	<b>53,617</b>	<b>53,611</b>	<b>52,994</b>
<b>Attendance: Full-time ratio</b>	<b>69%</b>	<b>68%</b>	<b>68%</b>	<b>69%</b>	<b>69%</b>



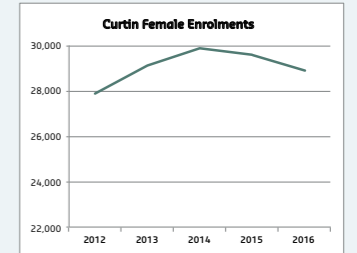
Course Level	2012	2013	2014	2015	2016
Postgraduate Research	2,329	2,306	2,396	2,457	2,405
Postgraduate Coursework	8,522	8,597	8,579	8,485	8,020
Undergraduate	37,303	38,362	39,825	39,722	39,474
Non-Award	2,638	3,071	3,814	3,923	4,023

Broad Field of Education	2012	2013	2014	2015	2016
Agriculture, Environmental and Related Studies	219	197	212	208	209
Architecture and Building	2,268	2,309	2,366	2,317	2,330
Creative Arts	1,390	1,064	988	962	930
Education	4,231	4,675	4,531	4,324	4,272
Engineering and Related Technologies	6,484	6,541	6,965	6,996	6,978
Health	8,617	9,313	9,788	9,456	9,507
Information Technology	871	718	600	468	408
Management and Commerce	15,300	14,407	14,373	14,063	13,304
Natural and Physical Sciences	3,262	3,693	3,809	4,183	4,415
Society and Culture	7,626	8,894	10,486	10,956	11,030
Non-Award	819	886	900	847	804

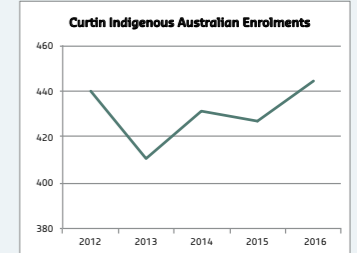


DEMOGRAPHY AND EQUITY					
Student Citizenship					
Domestic Students	32,823	35,229	37,218	36,192	<b>36,326</b>
International Students studying in Australia	9,267	8,742	8,656	8,733	<b>8,509</b>
from : China (%)	32%	32%	30%	28%	<b>25%</b>
India (%)	2%	3%	4%	7%	<b>13%</b>
Malaysia (%)	15%	14%	13%	12%	<b>12%</b>
Indonesia (%)	7%	7%	6%	6%	<b>5%</b>
Singapore (%)	5%	5%	4%	4%	<b>4%</b>

	2012	2013	2014	2015	2016
International Students studying outside Australia	8,016	7,818	7,926	7,745	<b>6,912</b>
from : Malaysia (%)	38%	37%	37%	40%	<b>45%</b>
Mauritius (%)	13%	14%	15%	17%	<b>19%</b>
Singapore (%)	19%	20%	18%	15%	<b>11%</b>
Hong Kong (%)	8%	8%	9%	7%	<b>5%</b>
China (%)	3%	3%	4%	4%	<b>4%</b>

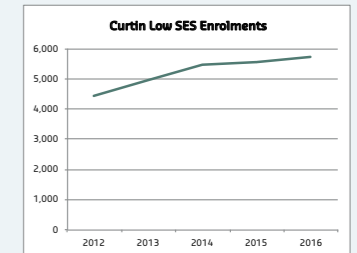


Gender					
Female Students	27,925	29,121	29,887	29,573	<b>29,057</b>
Female Proportion	56%	56%	56%	55%	<b>55%</b>

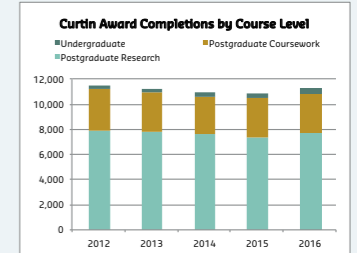


<b>Indigenous Australian Students</b>	<b>440</b>	<b>410</b>	<b>431</b>	<b>427</b>	<b>445</b>
<b>Low Socio-Economic Status (SES) Students</b>	<b>4,451</b>	<b>4,959</b>	<b>5,469</b>	<b>5,563</b>	<b>5,754</b>

AWARD COMPLETIONS					
<b>Total Curtin Completions</b>	<b>11,473</b>	<b>11,267</b>	<b>10,919</b>	<b>10,835</b>	<b>11,025</b>

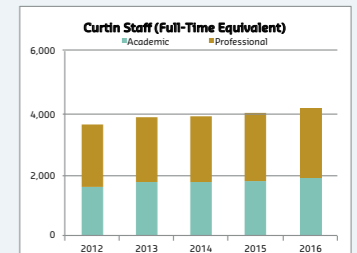


Course Level					
Postgraduate Research	250	284	299	294	<b>307</b>
Postgraduate Coursework	3,320	3,178	2,994	3,146	<b>3,153</b>
Undergraduate	7,903	7,805	7,626	7,395	<b>7,565</b>



STAFF (FULL-TIME EQUIVALENT) #					
<b>Total Curtin Staff</b>	<b>3,771</b>	<b>3,950</b>	<b>3,987</b>	<b>4,019</b>	<b>4,160</b>

Work Function					
<b>Academic</b>	<b>1,791</b>	<b>1,828</b>	<b>1,831</b>	<b>1,841</b>	<b>1,909</b>
Teaching	606	612	613	700	<b>724</b>
Research	262	279	361	426	<b>491</b>
Teaching and Research	784	798	720	623	<b>610</b>
Other	139	138	137	92	<b>84</b>
<b>Professional</b>	<b>1,980</b>	<b>2,122</b>	<b>2,156</b>	<b>2,178</b>	<b>2,251</b>



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

# Staff figures are calculated as the full-time equivalent of continuing and fixed term staff captured as at 31 March, plus the full-time equivalent of casual staff as at 31 December. An estimate of casual staff is reported for 2016, while the prior year published in the 2015 Annual Report has now been updated with actual casual staff data. Includes staff from Bentley and WA campuses only.



## INDEPENDENT AUDITOR'S REPORT



Auditor General

### INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

CURTIN UNIVERSITY OF TECHNOLOGY

#### Report on the Financial Statements

##### Opinion

I have audited the financial statements of Curtin University of Technology which comprise the Statement of Financial Position as at 31 December 2016, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the operating results and cash flows of Curtin University of Technology for the year ended 31 December 2016 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and relevant Treasurer's Instructions.

##### Basis for Opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the University in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

##### Responsibility of the University Council for the Financial Statements

The University Council is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and relevant Treasurer's Instructions, and for such internal control as the University Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the University Council is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

##### Auditor's Responsibility for the Audit of the Financial Statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the University Council.
- Conclude on the appropriateness of the University Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

#### Report on Controls

##### Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by Curtin University of Technology. The controls exercised by the University are those policies and procedures established by the University Council to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, the controls exercised by Curtin University of Technology are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 31 December 2016.

##### The University Council's Responsibilities

The University Council is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, relevant Treasurer's Instructions and other relevant written law.



## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### **Auditor General's Responsibilities**

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and the controls, necessary to achieve the overall control objectives, were implemented as designed.

An assurance engagement to report on the design and implementation of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including the assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### **Limitations of Controls**

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and implemented as designed, once the controls are in operation, the overall control objectives may not be achieved so that fraud, error, or noncompliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

### **Report on the Key Performance Indicators**

#### **Opinion**

I have undertaken a reasonable assurance engagement on the key performance indicators of Curtin University of Technology for the year ended 31 December 2016. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of Curtin University of Technology are relevant and appropriate to assist users to assess the University's performance and fairly represent indicated performance for the year ended 31 December 2016.

### **The University Council's Responsibility for the Key Performance Indicators**

The University Council is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal control as the University Council determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the University Council is responsible for identifying key performance indicators that are relevant and appropriate having regard to their purpose in accordance with Treasurer's Instruction 904U *Key Performance Indicators*.

### **Auditor General's Responsibility**

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the University's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904U for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### **My Independence and Quality Control Relating to the Reports on Controls and Key Performance Indicators**

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### **Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators**

This auditor's report relates to the financial statements and key performance indicators of Curtin University of Technology for the year ended 31 December 2016 included on the University's website. The University's management is responsible for the integrity of the University's website. This audit does not provide assurance on the integrity of the University's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



COLIN MURPHY  
AUDITOR GENERAL  
FOR WESTERN AUSTRALIA  
Perth, Western Australia  
23 March 2017



## FINANCIAL REPORT 2016

Certifications..... 51

Statement of Comprehensive Income ..... 52

Statement of Financial Position ..... 53

Statement of Changes in Equity..... 54

Statement of Cash Flows..... 55

Report by the Members of the University Council..... 103

## CERTIFICATIONS

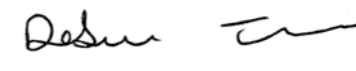
### CERTIFICATION OF THE FINANCIAL STATEMENTS

The accompanying financial statements of Curtin University of Technology have been prepared in compliance with the relevant provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 31 December 2016 and the financial position as at 31 December 2016.

At the date of signing, we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



Colin Beckett  
Chancellor



Deborah Terry AO  
Vice-Chancellor



David Menarry  
Chief Finance Officer

Dated this 22nd day of March 2017

### CERTIFICATION OF THE FINANCIAL STATEMENTS REQUIRED BY THE DEPARTMENT OF EDUCATION AND TRAINING

We declare that the amount of Australian Government financial assistance expended during the financial year ended 31 December 2016 was for the purpose(s) for which it was intended and that Curtin University of Technology has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.

Curtin University of Technology charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* and the Administration Guidelines made under the Act. Revenue from the fee was spent strictly in accordance with the Act and only on services and amenities specified in subsection 19-38(4) of the Act.



Colin Beckett  
Chancellor



Deborah Terry AO  
Vice-Chancellor

Dated this 22nd day of March 2017



## STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>Revenue from Continuing Operations</b>			
Australian Government financial assistance:			
Australian Government grants	4	347,448	338,278
HELP – Australian Government payments	4	171,452	167,762
State and Local Government financial assistance	5	23,356	18,476
HECS-HELP – student payments		25,182	23,188
Fees and charges	6	227,153	223,152
Investment revenue	7	31,857	33,073
Royalties, trademarks and licences	8	30,139	46,475
Consultancy and contracts	9	30,487	30,981
Other revenue	10	28,070	28,613
<b>Total Revenue from Continuing Operations</b>		<b>915,144</b>	<b>909,998</b>
Net (loss)/gain on disposal of non-current assets	16	(48)	(492)
<b>Total Income from Continuing Operations</b>		<b>915,096</b>	<b>909,506</b>
<b>Expenses from Continuing Operations</b>			
Employee related expenses	11	546,004	509,457
Depreciation and amortisation	12	55,535	48,439
Repairs and maintenance	13	14,266	14,531
Borrowing costs	14	3,723	3,840
Impairment of assets	15	1,207	95
Deferred superannuation expense	11/44(b)	344	379
Other expenses	17	255,944	270,812
<b>Total Expenses from Continuing Operations</b>		<b>877,023</b>	<b>847,553</b>
<b>Net result for the Year</b>		<b>38,073</b>	<b>61,953</b>
<b>Other Comprehensive Income</b>			
Items that may be reclassified to profit or loss:			
Net investment revaluation gain/(loss)	30(a)	8,773	1,449
<b>Total Comprehensive Income</b>		<b>46,846</b>	<b>63,402</b>

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

## STATEMENT OF FINANCIAL POSITION

as at 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents:			
Unrestricted	19(a)	26,804	41,239
Restricted	19(b)	1,960	1,919
Receivables	20	28,058	26,981
Inventories	21	89	91
Other financial assets:			
Unrestricted	22	450	887
Restricted	23	125,957	121,258
Other non-financial assets	24	29,616	35,967
<b>Total Current Assets</b>		<b>212,934</b>	<b>228,342</b>
<b>Non-Current Assets</b>			
Receivables	20	57,525	60,573
Other financial assets – unrestricted	22	349,154	384,378
Other non-financial assets	24	3,790	4,012
Property, plant and equipment	25	974,767	880,113
<b>Total Non-Current Assets</b>		<b>1,385,236</b>	<b>1,329,076</b>
<b>Total Assets</b>		<b>1,598,170</b>	<b>1,557,418</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and other payables	26	22,732	14,972
Borrowings	27	1,881	1,761
Provisions	28	71,873	70,034
Other liabilities	29	75,504	88,617
<b>Total Current Liabilities</b>		<b>171,990</b>	<b>175,384</b>
<b>Non-Current Liabilities</b>			
Borrowings	27	52,595	54,475
Provisions	28	88,791	89,611
<b>Total Non-Current Liabilities</b>		<b>141,386</b>	<b>144,086</b>
<b>Total Liabilities</b>		<b>313,376</b>	<b>319,470</b>
<b>Net Assets</b>		<b>1,284,794</b>	<b>1,237,948</b>
<b>EQUITY</b>			
Reserves	30	149,959	138,934
Retained earnings	30	1,134,835	1,099,014
<b>Total Equity</b>		<b>1,284,794</b>	<b>1,237,948</b>

The Statement of Financial Position should be read in conjunction with the accompanying notes.



## STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2016

	Note	Reserves \$'000	Retained Earnings \$'000	Total Equity \$'000
Balance at 1 January 2015		127,266	1,047,280	1,174,546
Net result for the year		-	61,953	61,953
Other comprehensive income for the year	30(a)	1,449	-	1,449
Transfers from retained earnings	30(b)	34,488	(34,488)	-
Transfers to retained earnings	30(b)	(24,269)	24,269	-
Balance at 31 December 2015	30	138,934	1,099,014	1,237,948
Net result for the year		-	38,073	38,073
Other comprehensive income for the year	30(a)	8,773	-	8,773
Transfers from retained earnings	30(b)	32,943	(32,943)	-
Transfers to retained earnings	30(b)	(30,691)	30,691	-
<b>Balance at 31 December 2016</b>	<b>30</b>	<b>149,959</b>	<b>1,134,835</b>	<b>1,284,794</b>

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## STATEMENT OF CASH FLOWS

for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Australian Government grants received	4(g)	520,339	505,853
State and Local Government financial assistance		23,356	18,476
HECS-HELP – student payments		25,182	23,188
Fees and charges		230,645	224,627
Royalties, trademarks and licences		29,839	46,475
Consultancy and contract research		30,591	31,350
Interest received		1,318	2,049
Dividends received		-	1,795
Distributions received		26,525	28,486
Other		7,088	11,479
GST refunds received		22,558	17,616
<b>Payments</b>			
Payments for employee benefits		(547,633)	(507,279)
Payments to suppliers		(275,688)	(280,312)
Interest and other costs of finance paid		(4,179)	(3,757)
<b>Net cash provided by/(used in) operating activities</b>	<b>41(b)</b>	<b>89,941</b>	<b>120,046</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for property, plant and equipment		(147,579)	(133,069)
Proceeds on sale of property, plant and equipment		54	65
Payments for investments		-	-
Proceeds on redemption of investments		44,948	20,005
<b>Net cash provided by/(used in) investing activities</b>		<b>(102,577)</b>	<b>(112,999)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowings		(1,758)	(1,878)
Proceeds from borrowings		-	-
<b>Net cash provided by/(used in) financing activities</b>		<b>(1,758)</b>	<b>(1,878)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(14,394)</b>	<b>5,169</b>
Cash and cash equivalents at the beginning of the financial year		43,158	37,989
<b>Cash and cash equivalents at the end of the financial year</b>	<b>41(a)</b>	<b>28,764</b>	<b>43,158</b>

The Statement of Cash Flows should be read in conjunction with the accompanying notes.



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2016

### 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

The principal address of Curtin University of Technology is Kent Street, Bentley WA 6102.

#### (a) Basis of preparation

This general purpose financial report has been prepared in accordance with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the requirements of the Department of Education and Training, applicable sections of the Financial Management Act 2006 and applicable Western Australian government Treasurer's Instructions.

The financial statements and notes thereto comply with Australian Accounting Standards, some of which contain requirements specific to not-for-profit entities that are inconsistent with International Financial Reporting Standards requirements.

#### Date of authorisation for issue

The financial statements were authorised for issue by the members of the University Council on 22 March 2017.

#### Historical cost convention

The financial statements have been prepared under the historical cost convention except for certain financial assets which are reported at fair value (refer Note 33).

#### Accrual basis of accounting

The financial statements, except for cash flow information, are prepared using the accrual basis of accounting.

#### Critical accounting estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in Note 2.

The financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

#### (b) Not-for-profit status

For the purpose of the application of Australian Accounting Standards and Interpretations, the University is considered to be a not-for-profit entity.

#### (c) Principles of consolidation

Consolidated financial statements are prepared by combining the financial statements of all entities that comprise the consolidated entity, being the University (the parent entity) and any controlled entities, in accordance with AASB 127 "Consolidated and Separate Financial Statements" and modified by Treasurer's Instruction 1105 "Consolidated Financial Statements".

Consolidated financial statements are not required as there are no material controlled entities.

#### (d) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances, rebates and amounts collected on behalf of third parties.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that the future economic benefits will flow to the University and specific criteria have been met.

#### Student fees

Student fees are recognised when the University has provided the service(s) to the student.

### Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### Commonwealth supported student income

Income for Commonwealth Supported students is recognised when the University has provided the service(s) to the student.

#### Research income

Research grants from government are recognised as revenue when the University obtains control over the asset comprising the contributions. When the University does not have control of the contribution, does not have the right to receive the contribution or, in the case of reciprocal grants, has not fulfilled grant conditions, the grant contribution is treated as deferred income as a liability in the Statement of Financial Position.

Reciprocal research income from other entities is recognised as revenue when the University has provided the service to the customer. Non-reciprocal research income from other entities is recognised as revenue when the University obtains control over the asset comprising the contributions.

Unspent non-reciprocal research grant funds at the end of each financial year are recognised by way of a Research Grants Reserve (refer Note 30(b)). This reserve is released as expenditure is incurred.

#### Other government grants

Other grants from government are recognised as revenue when the University obtains control over the asset comprising the contributions. When the University does not have control over the contribution, does not have the right to receive the contribution or, in the case of reciprocal grants, has not fulfilled grant conditions, the grant contribution is treated as deferred income as a liability in the Statement of Financial Position.

#### Consultancy fees

Consultancy fees are recognised as revenue when the University has provided the service(s) to the customer.

#### Royalties

Revenue from royalties is recognised when the University has provided the service(s) to the customer through their use of the University's intellectual property.

#### Other contributions revenue

Donations, gifts and other non-reciprocal contributions are recognised as revenue when the University obtains control over the assets comprising the contributions.

Contributions of assets are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

#### (e) Property, plant and equipment

All property, plant and equipment with a cost of greater than \$5,000 (excluding GST) is recorded as a non-current asset at cost, less subsequent depreciation and impairment.

Borrowing costs that are directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of that asset.

Assets acquired at no cost or for nominal consideration are initially recognised at their fair value at the date of acquisition.

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount and are included in the Statement of Comprehensive Income.

#### (f) Depreciation of non-current assets

All non-current assets having a limited useful life are depreciated or amortised over their estimated useful lives, in a manner which reflects the consumption of their future economic benefits.

**Notes To The Financial Statements (continued)**

for the year ended 31 December 2016

**1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

Depreciation is calculated on a straight-line basis from the time the asset becomes available for use. Estimated useful lives are as follows:

- Land.....Not depreciated
- Buildings.....Lower of 50 years or remaining useful life
- Infrastructure.....Lower of 50 years or remaining useful life
- Leasehold land.....Lower of 50 years or remaining lease period
- Computing equipment .....3 to 5 years
- Other equipment and furniture.....8 years
- Motor vehicles.....5 years
- Library collection.....10 years
- Works of art .....Not depreciated

Land and works of art controlled by the University are classified as non-current assets. They are anticipated to have indeterminate useful lives since their service potential is not, in any material sense, consumed. As such, no amount for depreciation is recognised.

Assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

In 2016 a new asset category, Infrastructure, was created to better reflect the nature of relevant assets. 2015 comparative data has been adjusted accordingly.

**(g) Impairment of property, plant and equipment**

Where the recoverable amount of an asset is less than its carrying amount, the carrying amount is reduced to the recoverable amount. That reduction is an impairment loss, which is recognised as an expense to the Statement of Comprehensive Income. In most cases recoverable amount is based on "value in use" and is determined as the depreciated replacement cost of the asset.

**(h) Intangible assets**

An intangible asset shall be recognised if, and only if:

- (i) it is probable that expected future economic benefits are attributable to the asset and will flow to the University; and
- (ii) the cost of the asset can be measured reliably.

Intangible assets are recognised when the ongoing benefit to the University has been demonstrated and a useful life established.

**(i) Leases**

In accordance with AASB 117 "Leases", leased assets classified as "finance leases" are recognised as assets. The amount initially brought to account as an asset is the present value of minimum lease payments. An equivalent finance lease liability is brought to account at the same time.

Finance leased assets are amortised on a straight-line basis over the estimated useful life of the asset.

Finance lease payments are allocated between interest expense and reduction of lease liability over the term of the lease. The interest expense is determined by applying the interest rate implicit in the lease to the outstanding lease liability at the beginning of each lease payment period.

Operating lease payments are recognised as an expense in the Statement of Comprehensive Income on a basis which reflects the pattern in which economic benefits from the leased asset are consumed.

**(j) Inventories**

Inventories are valued at the lower of cost and net realisable value. Costs are assigned by the method most appropriate to each particular class of inventory, with the majority being measured on a weighted average cost basis.

**Notes To The Financial Statements (continued)**

for the year ended 31 December 2016

**1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)****(k) Receivables**

Current accounts receivable are recognised at nominal amounts receivable as they are due for settlement no more than 30 days from the date of recognition. Non-current accounts receivable are recognised at fair value.

Collectibility of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written-off as bad debts. A provision for impaired receivables is raised when there is objective evidence that the University may not be able to collect the debt.

**(l) Investments**

In accordance with AASB 139 "Financial Instruments" investments, other than unlisted shares, are classified as available-for-sale and gains and losses arising from changes in fair value are recognised directly in other comprehensive income until the security is disposed of or is determined to be impaired, at which time the cumulative gain or loss previously recognised in equity is transferred to the Net Result for the period.

Any decline in the fair value of previously impaired available-for-sale investments is to be recognised in the Net Result for the period. Any increase in the fair value of previously impaired available-for-sale debt investments is to be recognised in the Net Result for the period to the extent of the initial impairment and thereafter taken to the Investments Revaluation Reserve. Any increase in the fair value of previously impaired available-for-sale equity investments is to be recognised in the Investment Revaluation Reserve in Equity.

Included within unlisted shares are investments in a number of unlisted companies which were established to commercialise intellectual property. Where a fair value cannot be reliably ascertained, unlisted shares are stated at historical cost unless there has been a permanent diminution in value, in which event a recoverable amount write-down is made. The University's associates (refer Note 37) have not been equity accounted for in the University's financial statements because they are not considered material.

Interest revenue and other investment income is recognised when earned.

**(m) Joint research activities**

The University participates in a number of joint research activities, such as Cooperative Research Centres. The University recognises within its financial statements: the assets that it controls, the liabilities that it incurs, the expenses that it incurs and its share of the income that it earns from the joint research activities.

**(n) Loans receivable**

Loans receivable are initially recognised at fair value, net of transaction costs incurred. Loans are subsequently measured at amortised cost.

Loans receivable are classified as current assets unless the counterparty has an unconditional right to defer settlement of the asset for at least 12 months after the reporting date, in which case they are classified as non-current.

**(o) Payables**

Payables, including accruals (expenses incurred but not yet billed), are recognised when the University becomes obliged to make future payments as a result of a purchase of assets or services received. Payables are generally settled within a 30 day term.

**(p) Borrowings**

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or other expenses.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date, in which case they are classified as non-current.



**Notes To The Financial Statements (continued)**

for the year ended 31 December 2016

**1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)****(q) Employee benefits****Annual leave**

This benefit is recognised at the reporting date in respect of employees' service up to that date and is measured at the amounts expected to be paid when the liabilities are settled, including anniversary increments and anticipated salary increases. Annual leave that is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. The provision for annual leave is classified as a current liability as the University does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

**Long service leave**

Long service leave is not expected to be settled wholly within 12 months after the end of the reporting period. When assessing expected future payments, consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Unconditional long service leave provisions are classified as current liabilities as the University does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

The liability for conditional long service leave expected to be settled more than 12 months from the reporting date is recognised in the provision for employee benefits as a non-current liability and is measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

**Superannuation**

The University contributes to a number of superannuation schemes including both defined contribution and defined benefit schemes.

Payments to defined contribution schemes are charged as an expense as they fall due. The University's obligation is limited to these contributions.

Defined benefit schemes provide a defined lump sum benefit to scheme members based on years of service and final average salary. A defined benefit liability is included in the Statement of Financial Position equal to the present value of the defined benefit obligation at the reporting date (less any past service costs not yet recognised) less the fair value of Scheme assets at the reporting date.

The cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out on an annual basis. Actuarial gains and losses are recognised in other comprehensive income. Where appropriate the University has adopted the multi employer provisions of AASB 119 "Employee Benefits". This is currently relevant to the Unisuper Defined Benefit scheme.

**Unfunded superannuation**

An arrangement exists between the Commonwealth Government and the Western Australian Government to meet the unfunded liability for the University's beneficiaries of the State Superannuation Schemes on an emerging cost basis. The unfunded liabilities have been recognised in the Statement of Financial Position under Provisions, with a corresponding asset recognised under Receivables. The recognition of both the asset and the liability concurrently does not affect the year end net asset position of the University. The liability and equivalent receivable are measured actuarially on an annual basis.

**Termination benefits**

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. The University recognises termination benefits either when it can no longer withdraw the offer of those benefits or when it has recognised costs for restructuring within the scope of AASB137 "Provisions, Contingent Liabilities and Contingent Assets" when it is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal.

**Notes To The Financial Statements (continued)**

for the year ended 31 December 2016

**1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)****Accrued or prepaid salaries**

Accrued salaries represent the amount due to staff but unpaid at the end of the financial period, as the end of the last pay period for that financial year does not always coincide with the end of the financial period. The University considers that the nominal carrying amount approximates net fair value.

If the payroll is paid on a date prior to the end of the financial year, the amount prepaid which overlaps the year end is treated as a current asset.

**(r) Foreign currency**

Transactions denominated in a foreign currency are translated at the rates in existence at the dates of the transactions. Foreign currency monetary items, which can include cash, receivables and payables, are translated at exchange rates current at the reporting date. Exchange gains and losses are brought to account in the Net Result.

**(s) Taxes****Income tax**

Curtin University of Technology is exempt from income tax as per Subdivision 50-B of the Income Tax Assessment Act 1997.

**Goods and services tax (GST)**

Revenue, expenses and assets are recognised net of the amount of GST except:

- Where the GST incurred on a purchase of goods and services is not recoverable from the taxation authority, then the GST is recognised as part of the cost of acquisition or as part of the expense item as applicable; and
- Receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST component of cash flows arising from investing activities, which is recoverable from or payable to the taxation authority, is classified as an operating cash flow.

**Fringe benefits tax**

The University is liable to pay Fringe Benefits Tax, and it is included in 'Other Expenses' in the Statement of Comprehensive Income.

**Payroll tax**

The University is liable to pay Payroll Tax, and it is included in 'Employee related expenses' in the Statement of Comprehensive Income.

**(t) Other expenses****Borrowing costs**

Borrowing costs are recognised on an accrual basis.

Borrowing costs for qualifying assets are capitalised net of any investment income earned on the unexpended portion of the borrowings. Other borrowing costs are expensed when incurred.

**Repairs and maintenance**

All repairs and maintenance expenditure is charged to the Statement of Comprehensive Income during the financial period in which it is incurred.

**Research and development**

Research and development costs, other than costs that meet the criteria for recognition as an intangible asset arising from development, are expensed to the Statement of Comprehensive Income as incurred.

**(u) Comparative figures**

Comparative figures have been, where appropriate, reclassified so as to be comparable with the figures presented in the current financial year.

## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### (v) Fair value

The University measures and recognises Available-for-sale financial assets at fair value on a recurring basis.

Fair value measurement of investments and other financial assets are based on quoted prices in an active market. If the market for a financial asset is not active (including unlisted securities), the University establishes fair value by using valuation techniques that maximise the use of relevant data. These include reference to the estimated price in an orderly transaction that would take place between market participants at the measurement date. Other valuation techniques used are the cost approach and the income approach based on the characteristics of the asset and the assumptions made by market participants.

#### (w) Externally operated campuses

The University provides its educational services through a number of campuses and other locations. The three campuses outside of Western Australia are managed and operated by third parties through contractual arrangements with the University. The University has no ownership or financial interest in these third party companies other than by way of the contractual arrangements.

OPERATOR	CAMPUS
Colleges of Business and Technology (NSW) Pty Ltd (100% subsidiary of Navitas Limited)	Sydney <sup>1</sup> , New South Wales, Australia
Curtin Education Centre Pte Ltd (90% subsidiary of Navitas Limited)	Singapore
Curtin (Malaysia) Sdn Bhd	Miri, Sarawak, Malaysia

<sup>1</sup> The University's Sydney campus is scheduled for closure in early 2017.

#### (x) New Accounting Standards and Interpretations

A number of new Accounting Standards and Interpretations have been published that are not mandatory for the 31 December 2016 reporting period. There is no early adoption of these Standards.

The University's assessment of the new Standards and Interpretations that have been finalised is that there is no significant impact to the University's financial statements for future reporting periods, except for the following new standards, the impacts for which have yet to be quantified:

- AASB 9 - Financial Instruments
- AASB 15 - Revenue from Contracts with Customers
- AASB 16 - Leases

## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

#### (a) Critical accounting estimates and assumptions

The key assumptions made concerning the future, and other key sources of estimating uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- Superannuation benefits and associated assets/liabilities;
- Discount and cost escalation rates used in estimating non-current provisions – discount rates are based on market yields on government bonds;
- Assessing impairment of assets including receivables, property, plant and equipment and investments; and
- Estimating useful lives of non-current assets - the useful life reflects the consumption of the assets' future economic benefits.

#### (b) Critical judgements in applying the University's accounting policies

The judgements that have been made in the process of applying accounting policies that have the most significant effect on the amounts recognised in the financial report include:

- Estimating the useful life of key assets;
- Impairment of property, plant and equipment;
- Impairment of receivables; and
- Impairment of other financial assets (including investments).

### 3 DISAGGREGATED INFORMATION

	Revenue		Results <sup>1</sup>		Assets	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Geographical</b>						
Australia	897,448	889,849	22,440	47,224	1,598,170	1,557,418
Asia	14,587	16,913	12,565	11,521	-	-
Other	3,109	3,236	3,068	3,208	-	-
<b>Total</b>	<b>915,144</b>	<b>909,998</b>	<b>38,073</b>	<b>61,953</b>	<b>1,598,170</b>	<b>1,557,418</b>

<sup>1</sup> Results reflect revenue earned and expenses incurred in the geographical segments. Expenses are incurred in Australia for activities outside Australia and the net results for those activities do not reflect those expenses.



**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>4 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP)</b>			
<b>(a) Commonwealth Grants Scheme (CGS) and Other Grants</b>	45(a)		
Commonwealth Grants Scheme		247,666	236,141
Indigenous Support Program		1,138	1,192
Disability Support Program		150	112
Partnership and Participation Program		5,407	6,536
<b>Total Commonwealth Grants Scheme and Other Grants</b>		<b>254,361</b>	<b>243,981</b>
<b>(b) Higher Education Loan Programs</b>	45(b)		
HECS-HELP		144,428	139,838
FEE-HELP		24,785	25,326
SA-HELP		2,239	2,598
<b>Total Higher Education Loan Programs</b>		<b>171,452</b>	<b>167,762</b>
<b>(c) Scholarships</b>	45(c)		
Australian Postgraduate Awards		7,217	7,001
Indigenous Access Scholarships		39	(4)
International Postgraduate Research Scholarships		568	540
Commonwealth Education Costs Scholarships		38	87
Commonwealth Accommodation Scholarships		21	28
<b>Total Scholarships</b>		<b>7,883</b>	<b>7,652</b>
<b>(d) EDUCATION Research</b>	45(d)		
Joint Research Engagement Program		9,263	9,403
JRE Engineering Cadetship		156	154
Sustainable Research Excellence in Universities		3,039	2,302
Research Training Scheme		16,964	16,556
Research Infrastructure Block Grants		4,063	3,264
<b>Total EDUCATION Research Grants</b>		<b>33,485</b>	<b>31,679</b>
<b>(e) Australian Research Council (ARC)</b>			
<b>(i) Discovery</b>	45(e)(i)		
Project		7,002	7,109
Fellowships		2,472	3,265
<b>Total Discovery</b>		<b>9,474</b>	<b>10,374</b>
<b>(ii) Linkages</b>	45(e)(ii)		
Infrastructure		1,539	631
Projects		3,494	3,771
<b>Total Linkages</b>		<b>5,033</b>	<b>4,402</b>
<b>(iii) Centres</b>	45(e)(iii)		
Centres		939	452
Others		69	90
<b>Total Centres</b>		<b>1,008</b>	<b>542</b>
<b>Total ARC</b>		<b>15,515</b>	<b>15,318</b>

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>4 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)</b>			
<b>(f) Other Australian Government Financial Assistance</b>			
<b>Non-capital</b>			
CRC Cooperative Research Centres Funding		6,230	6,416
CSIRO Flagship Collaborative Research Program		220	2,830
National Drug Law Enforcement Research Fund		-	(17)
NHMRC Grants		5,642	4,303
Other Commonwealth Research Income		13,508	13,677
Other Teaching Grants		594	502
Other Commonwealth Grants		8,248	10,736
Research Funds from Other Universities		1,354	699
		<b>35,796</b>	<b>39,146</b>
<b>Capital</b>			
CRC Cooperative Research Centres Funding		14	-
NHMRC Grants		18	24
Other Commonwealth Research Income		39	478
Other Commonwealth Grants		325	-
Research Funds from Other Universities		12	-
		<b>408</b>	<b>502</b>
<b>Total Other Australian Government Financial Assistance</b>		<b>36,204</b>	<b>39,648</b>
<b>Total Australian Government Financial Assistance</b>		<b>518,900</b>	<b>506,040</b>
<b>Reconciliation</b>			
Australian Government grants [a+c+d+e+f]		347,448	338,278
HECS-HELP payments		144,428	139,838
FEE-HELP payments		24,785	25,326
SA-HELP payments		2,239	2,598
		<b>171,452</b>	<b>167,762</b>
<b>Total Australian Government Financial Assistance</b>		<b>518,900</b>	<b>506,040</b>

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>4 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)</b>			
<b>(g) Australian Government Grants Received - Cash Basis</b>			
CGS and Other EDUCATION Grants	45 (a)	257,237	241,426
Higher Education Loan Programs	45 (b)	175,340	168,618
Scholarships	45 (c)	7,785	7,542
EDUCATION Research	45 (d)	33,485	31,679
ARC grants - Discovery	45 (e)(i)	9,083	9,833
ARC grants - Linkages	45 (e)(ii)	4,716	3,983
ARC grants - Centres	45 (e)(iii)	1,008	542
Other Australian Government Grants		24,954	34,760
<b>Total Australian Government Grants Received - Cash Basis</b>		<b>513,608</b>	<b>498,383</b>
OS-Help (Net)	45 (f)	1,384	1,064
Superannuation Supplementation	45 (g)	5,347	6,406
<b>Total Australian Government Funding Received - Cash Basis</b>		<b>520,339</b>	<b>505,853</b>
<b>5 STATE AND LOCAL GOVERNMENT FINANCIAL ASSISTANCE</b>			
<b>Non-capital</b>			
State Government		12,328	14,145
<b>Capital</b>			
State Government		11,028	4,331
<b>Total State and Local Government Financial Assistance</b>		<b>23,356</b>	<b>18,476</b>
<b>6 FEES AND CHARGES</b>			
<b>Course Fees and Charges</b>			
Fee-paying onshore overseas students		174,617	166,215
Fee-paying offshore overseas students		6,146	7,303
Continuing education		2,118	2,509
Fee-paying domestic postgraduate students		10,508	12,926
Fee-paying domestic non-award students		10,920	12,496
<b>Total Course Fees and Charges</b>		<b>204,309</b>	<b>201,449</b>

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>6 FEES AND CHARGES (continued)</b>			
<b>Other Non-Course Fees and Charges</b>			
Examination fees		-	11
Late fees		245	196
Library fines		61	77
Parking fees		5,854	4,572
Registration fees		180	193
Ancillary fees		199	222
Student accommodation		9,888	9,261
Student Services and Amenities Fees from students		3,399	4,610
Other fees and charges		3,018	2,561
<b>Total Other Non-Course Fees and Charges</b>		<b>22,844</b>	<b>21,703</b>
<b>Total Fees and Charges</b>		<b>227,153</b>	<b>223,152</b>
<b>7 INVESTMENT REVENUE AND OTHER INVESTMENT INCOME</b>			
Distributions and dividends from available-for-sale investments		24,332	31,342
Gain/(loss) on disposal of available-for-sale investments		885	(498)
Cumulative gain/(loss) reclassified from equity on disposal of available-for-sale investments		5,336	99
Interest received		1,304	2,130
<b>Total Investment Revenue</b>		<b>31,857</b>	<b>33,073</b>
<b>8 ROYALTIES, TRADEMARKS AND LICENCES</b>			
Royalties		30,139	46,475
<b>Total Royalties, Trademarks and Licences</b>		<b>30,139</b>	<b>46,475</b>
<b>9 CONSULTANCY AND CONTRACTS</b>			
Consultancy		6,732	11,604
Contract research		23,755	19,377
<b>Total Consultancy and Contracts</b>		<b>30,487</b>	<b>30,981</b>



**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>10 OTHER REVENUE</b>			
Trading income <sup>1</sup>		8,077	7,235
Rental income		7,476	6,969
Donations		1,991	833
Scholarships and prizes		1,133	746
Non-government grants <sup>2</sup>		5,940	9,712
Insurance claims		163	188
Staff salary cost recoveries		1,455	1,773
Proceeds from sale of minor equipment		49	14
Conference income		519	852
Other		1,267	291
<b>Total Other Revenue</b>		<b>28,070</b>	<b>28,613</b>

<sup>1</sup> Revenue from sale of goods is included under "Trading Income". No revenue from sale of goods was recorded in 2016 (2015: nil).

<sup>2</sup> Non-government grants include revenue for training workshops and other sundry income.

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>11 EMPLOYEE RELATED EXPENSES</b>			
<b>Academic</b>			
Salaries		215,451	205,699
Contribution to superannuation and pension schemes			
Contribution to unfunded schemes		238	116
Contribution to funded schemes		34,978	32,514
Long service leave		7,443	5,656
Annual leave		15,994	12,371
Payroll tax		14,704	14,074
Worker's compensation		639	276
<b>Total Academic</b>		<b>289,447</b>	<b>270,706</b>
<b>Non-Academic</b>			
Salaries		191,614	182,248
Contribution to superannuation and pension schemes			
Contributions to unfunded schemes		(232)	(69)
Contributions to funded schemes		29,996	27,828
Long service leave		7,172	5,476
Annual leave		14,506	10,836
Payroll tax		13,077	12,426
Worker's compensation		424	6
<b>Total Non-Academic</b>		<b>256,557</b>	<b>238,751</b>
<b>Total Employee Related Expenses</b>		<b>546,004</b>	<b>509,457</b>
Deferred superannuation expense	44 (b)	344	379
<b>Total Employee Related Expenses including Deferred Government Employee Benefits for Superannuation</b>		<b>546,348</b>	<b>509,836</b>
<b>12 DEPRECIATION AND AMORTISATION</b>			
Buildings		31,563	26,408
Leasehold Land		132	132
Infrastructure		4,349	3,860
Computing equipment		3,675	2,964
Other equipment and furniture		13,099	10,185
Motor vehicles		191	178
Library collection		2,526	4,712
<b>Total Depreciation Expense</b>		<b>55,535</b>	<b>48,439</b>

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>13 REPAIRS AND MAINTENANCE</b>			
Building repairs		6,349	4,733
General infrastructure maintenance		6,589	8,341
Parks and gardens		1,328	1,457
<b>Total Repairs and Maintenance</b>		<b>14,266</b>	<b>14,531</b>
<b>14 BORROWING COSTS</b>			
Interest on borrowings		3,723	3,840
Less: Amount capitalised		-	-
<b>Total Borrowing Costs</b>		<b>3,723</b>	<b>3,840</b>
<b>15 IMPAIRMENT OF ASSETS</b>			
Bad debts written off/(recoveries)		28	(6)
Movement in provision for impaired receivables		796	188
Net impairment /(impairment reversal) of other financial assets		383	(87)
<b>Total Impairment of Assets</b>		<b>1,207</b>	<b>95</b>
<b>16 NET LOSS/(GAIN) ON DISPOSAL OF NON-CURRENT ASSETS</b>			
Carrying amount of disposed non-current assets			
Property, plant and equipment		102	557
Proceeds from disposal of non-current assets			
Property, plant and equipment		(54)	(65)
<b>Net Loss/(Gain) on Disposal of Non-Current Assets</b>		<b>48</b>	<b>492</b>

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>17 OTHER EXPENSES</b>			
Advertising, marketing and promotional		6,047	6,531
Agency staff costs		8,993	9,932
Books		4,621	4,820
Computer peripherals and parts		23,274	20,707
Consumables		12,010	14,085
Contract work		46,276	49,968
Exchange rate (gains)/losses		769	(194)
Fees and commissions		25,310	24,668
Financial assistance provided/research support		3,228	3,919
Graduations		907	969
Hospitality		3,427	3,802
Insurance		3,924	2,983
Inventory used and sold		468	1,004
Lease and rental		4,664	4,874
Non-capitalised equipment		6,224	5,963
Occupational health, safety and welfare		557	501
Partner service fees		6,658	18,616
Postage and courier		1,087	1,029
Publications		688	532
Scholarships, grants and prizes		49,623	46,273
Security		701	508
Staff development and training		4,566	4,620
Staff recruitment		1,493	2,052
Subscriptions		6,016	7,809
Telecommunications		1,784	2,367
Travel		16,183	14,581
Utilities and cleaning		13,820	15,022
Other		2,626	2,871
<b>Total Other Expenses</b>		<b>255,944</b>	<b>270,812</b>

**18 DISCONTINUED OPERATIONS**

There were no discontinued operations in 2016. In 2015 the University announced that its Sydney campus would close in 2017. The net result and net cash flows of the Sydney campus are not disclosed separately because they are not significant to the University's financial results.



**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>19 CASH AND CASH EQUIVALENTS</b>			
<b>(a) Cash and Cash Equivalents – Unrestricted</b>			
Cash at bank and on hand <sup>1</sup>		26,804	34,115
Fixed Term Deposits <sup>2</sup>		-	7,124
<b>Total Cash and Cash Equivalents – Unrestricted</b>		<b>26,804</b>	<b>41,239</b>
<b>(b) Cash and Cash Equivalents – Restricted</b>			
Trust cash at bank <sup>1</sup>		40	105
Trust Fixed Term Deposit <sup>2</sup>		1,920	1,814
<b>Total Cash and Cash Equivalents – Restricted</b>		<b>1,960</b>	<b>1,919</b>
<b>Total Cash and Cash Equivalents</b>		<b>28,764</b>	<b>43,158</b>

<sup>1</sup> Cash on hand is non-interest bearing. Cash at bank is subject to variable interest rates (refer Note 31).

<sup>2</sup> Deposits are interest bearing at variable interest rates (refer Note 31). These deposits have an average maturity of 42 Days (2015: 78 days).

**20 RECEIVABLES**

<b>Current</b>			
Student receivables		10,245	6,914
Less: Provision for impaired receivables		(2,001)	(1,213)
		8,244	5,701
<b>General receivables</b>			
General receivables		15,942	17,453
Less: Provision for impaired receivables		(177)	(169)
		15,765	17,284
Deferred government contribution for superannuation	44(b)	4,049	3,996
<b>Total Current</b>		<b>28,058</b>	<b>26,981</b>
<b>Non-Current</b>			
Deferred government contribution for superannuation	44(b)	57,525	60,573
<b>Total Receivables</b>		<b>85,583</b>	<b>87,554</b>
<b>Impaired receivables</b>			
As at 31 December 2016, current receivables for student fees with a nominal value of \$2.001 million (2015: \$1.213 million) were impaired. The amount of the provision was \$2.001 million (2015: \$1.213 million).			
The ageing of these receivables is as follows:			
Less than 12 months		351	3
Greater than 12 months		1,650	1,210
		2,001	1,213

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>20 RECEIVABLES (continued)</b>			
As at 31 December 2016, current receivables for student fees of \$3.460 million (2015: \$2.243 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		3,460	2,243
Greater than 12 months		-	-
		3,460	2,243
Movements in the provision for impaired student fees receivables are as follows:			
Balance at start of year		1,213	979
Provision for impairment recognised during the year		832	236
Receivables written-off during the year as uncollectible		(44)	(2)
Unused amount reversed		-	-
Balance at end of year		2,001	1,213
As at 31 December 2016, current general receivables with a nominal value of \$0.177 million (2015: \$0.169 million) were impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		22	16
Greater than 12 months		155	153
		177	169
As at 31 December 2016, current general receivables of \$11.371 million (2015: \$10.701 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		11,371	10,701
Greater than 12 months		-	-
		11,371	10,701
Movements in the provision for impaired general receivables are as follows:			
Balance at start of year		169	215
Receivables written-off during the year as uncollectible		-	-
Provision for impairment recognised during the year		177	-
Unused amount reversed		(169)	(46)
Balance at end of year		177	169

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>21 INVENTORIES</b>			
Inventories not held for resale:			
General stores		89	91
<b>Total Inventories</b>		<b>89</b>	<b>91</b>
<b>22 OTHER FINANCIAL ASSETS – UNRESTRICTED</b>			
<b>Current</b>			
<b>Loans receivable</b>			
Other loans		450	887
<b>Total Current Other Financial Assets</b>		<b>450</b>	<b>887</b>
<b>Non-Current</b>			
<b>Available-for-Sale</b>			
Funds under management		336,291	373,343
Unlisted shares and warrants		12,863	11,035
<b>Total Non-Current Other Financial Assets</b>		<b>349,154</b>	<b>384,377</b>
<b>Total Other Financial Assets – Unrestricted</b>		<b>349,604</b>	<b>385,264</b>
<b>23 OTHER FINANCIAL ASSETS – RESTRICTED</b>			
<b>Current Available-for-Sale</b>			
<b>Restricted funds under management</b>			
Research activities		88,202	85,950
Donations and prizes		30,517	28,422
Trusts		7,238	6,886
<b>Total Restricted Funds Under Management (at fair value)</b>		<b>125,957</b>	<b>121,258</b>
<b>Total Restricted Other Financial Assets</b>		<b>125,957</b>	<b>121,258</b>
Restricted funds are held as cash (refer Note 19(b)) or invested as managed funds.			
All available-for-sale financial assets are denominated in Australian currency. For an analysis of the credit risk and sensitivity of available-for-sale financial assets to price and interest rate risk, refer to Note 31.			
<b>24 OTHER NON-FINANCIAL ASSETS</b>			
<b>Current</b>			
Prepayments		25,304	24,432
Accrued income		4,312	11,535
<b>Total Current Other Non-Financial Assets</b>		<b>29,616</b>	<b>35,967</b>
<b>Non-Current</b>			
Prepayments		3,790	4,012
<b>Total Non-Current Other Non-Financial Assets</b>		<b>3,790</b>	<b>4,012</b>
<b>Total Other Non-Financial Assets</b>		<b>33,406</b>	<b>39,979</b>

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>25 PROPERTY, PLANT AND EQUIPMENT</b>			
<b>Land <sup>1</sup></b>			
At cost		78,998	78,998
Accumulated impairment		-	-
		<b>78,998</b>	<b>78,998</b>
<b>Buildings</b>			
At cost		851,916	733,923
Accumulated depreciation and impairment		(239,648)	(208,272)
		<b>612,268</b>	<b>525,651</b>
<b>Infrastructure</b>			
At cost		117,984	110,382
Accumulated depreciation and impairment		(29,580)	(25,231)
		<b>88,404</b>	<b>85,151</b>
<b>Leasehold land</b>			
At cost		4,654	4,654
Accumulated depreciation		(1,745)	(1,612)
		<b>2,909</b>	<b>3,042</b>
<b>Work in progress</b>			
At cost		85,980	93,196
<b>Computing equipment</b>			
At cost		27,193	19,684
Accumulated depreciation		(17,166)	(13,491)
		<b>10,027</b>	<b>6,193</b>
<b>Other equipment and furniture</b>			
At cost		144,916	128,369
Accumulated depreciation		(83,925)	(72,181)
		<b>60,991</b>	<b>56,188</b>
<b>Motor vehicles</b>			
At cost		1,276	1,341
Accumulated depreciation		(952)	(899)
		<b>324</b>	<b>442</b>
<b>Library collections</b>			
At cost		29,293	23,345
Accumulated depreciation		(7,238)	(4,712)
		<b>22,055</b>	<b>18,633</b>
<b>Works of art</b>			
At cost		12,811	12,619
<b>Total Property, Plant and Equipment</b>		<b>974,767</b>	<b>880,113</b>

<sup>1</sup> Parts of the sites upon which the University is located at, in particular the Bentley and Kalgoorlie campuses, are vested in the University by the government of Western Australia.



**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

**25 PROPERTY, PLANT AND EQUIPMENT (continued)**

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the current financial year are set out below.

2016	Land \$'000	Buildings \$'000	Infrastructure <sup>1</sup> \$'000	Leasehold land \$'000	Work in progress \$'000	Computing equipment \$'000	Other equipment and furniture \$'000	Motor vehicles \$'000	Library collection \$'000	Works of art \$'000	Total \$'000
Carrying amount at start of year	78,998	525,651	85,151	3,042	93,196	6,193	56,188	442	18,633	12,619	880,113
Additions	-	345	-	-	124,620	7,059	12,124	92	5,948	103	150,291
Cost of disposals	-	(200)	-	(1)	-	-	(1,412)	(157)	-	(13)	(1,783)
Accumulated depreciation on disposals	-	188	-	-	-	-	1,355	138	-	-	1,681
Transfers in/(out)	-	117,847	7,602	-	(131,836)	450	5,835	-	-	102	-
Depreciation charge	-	(31,563)	(4,349)	(132)	-	(3,675)	(13,099)	(191)	(2,526)	-	(55,535)
<b>Carrying amount at end of year</b>	<b>78,998</b>	<b>612,268</b>	<b>88,404</b>	<b>2,909</b>	<b>85,980</b>	<b>10,027</b>	<b>60,991</b>	<b>324</b>	<b>22,055</b>	<b>12,811</b>	<b>974,767</b>
<b>2015</b>											
Carrying amount at start of year	78,998	499,392	81,442	3,174	49,195	6,405	49,529	474	18,067	12,550	799,226
Additions	-	205	-	-	111,474	2,376	10,334	146	5,278	70	129,883
Cost of disposals	-	(1,474)	-	-	-	(21)	(1,074)	(122)	(6,624)	(1)	(9,316)
Accumulated depreciation on disposals	-	979	-	-	-	21	1,013	122	6,624	-	8,759
Transfers in/(out)	-	52,957	7,569	-	(67,473)	376	6,571	-	-	-	-
Depreciation charge	-	(26,408)	(3,860)	(132)	-	(2,964)	(10,185)	(178)	(4,712)	-	(48,439)
Carrying amount at end of year	78,998	525,651	85,151	3,042	93,196	6,193	56,188	442	18,633	12,619	880,113

<sup>1</sup> In 2016 a new asset category, Infrastructure, was created to better reflect the nature of relevant assets. 2015 comparative data has been adjusted accordingly.

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>26 TRADE AND OTHER PAYABLES</b>			
Current			
Total Payables		22,732	14,972
<b>27 BORROWINGS</b>			
Current			
Interest bearing Treasury loans		1,881	1,761
Non-Current			
Interest bearing Treasury loans		52,595	54,475
<b>Total Borrowings</b>		<b>54,476</b>	<b>56,236</b>

**Treasury Loans**

The University has the following loans with the WA Treasury Corporation:

	Average Interest rate	Maturity date	Principal outstanding	
			2016 \$'000	2015 \$'000
<b>Muresk Campus housing</b>				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	6.50%	15.07.2018	2,050	2,050
<b>Bentley Campus housing</b>				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	7.05%	15.01.2018	16,800	16,800
<b>Chemistry Centre of WA building</b>				
- monthly principal and fixed rate interest repayments	6.77%	01.07.2029	31,982	33,542
- monthly principal and fixed rate interest repayments	5.11%	01.07.2029	3,644	3,844
<b>Total Treasury Loans</b>			<b>54,476</b>	<b>56,236</b>

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>27 BORROWINGS (continued)</b>			
<b>Financing facilities available</b>			
At reporting date, the following financing facilities had been negotiated and were available:			
Total facilities:			
- Treasury Loans		54,476	56,236
Facilities used at reporting date:			
- Treasury Loans		54,476	56,236
Facilities unused at reporting date:			
- Treasury Loans		-	-

**Assets pledged as security**

The University has not pledged any assets as security against the borrowings. The loans are secured by a State Government Treasurer's Guarantee.

**Fair value**

The carrying amounts and fair values of borrowings at balance date are:

	2016		2015	
	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000
<b>Muresk Campus housing</b>				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	2,050	2,216	2,050	2,283
<b>Bentley Campus housing</b>				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	16,800	17,947	16,800	18,608
<b>Chemistry Centre of WA building</b>				
- monthly principal and fixed rate interest repayments	31,982	39,018	33,542	41,114
- monthly principal and fixed rate interest repayments	3,644	4,065	3,844	4,283
<b>Total Treasury Loans</b>	<b>54,476</b>	<b>63,246</b>	<b>56,236</b>	<b>66,288</b>

The fair value of the loans have been prepared assuming hypothetical settlement dates of 31 December 2016 and 31 December 2015.

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>28 PROVISIONS</b>			
<b>Employee benefits provisions</b>			
<b>Current provisions expected to be settled within 12 months</b>			
Annual leave		30,390	30,204
Long service leave		21,086	19,637
Employment on-costs		3,346	3,239
Redundancy costs		1,474	3,551
Defined benefit obligation			
Deferred employee benefits for unfunded superannuation	44(b)	4,049	3,996
Other University pension liabilities	44(a)	120	113
		<b>60,465</b>	<b>60,740</b>
<b>Current provisions expected to be settled after more than 12 months</b>			
Annual leave		2,210	1,902
Long service leave		7,861	5,643
Employment on-costs		655	491
Redundancy costs		682	1,258
		<b>11,408</b>	<b>9,294</b>
<b>Total Current Provisions</b>		<b>71,873</b>	<b>70,034</b>
<b>Non-Current</b>			
<b>Employee benefits provisions</b>			
Long service leave		28,753	26,546
Employment on-costs		1,869	1,726
Defined benefit obligation			
Deferred employee benefits for unfunded superannuation	44(b)	57,525	60,573
Other University pension liabilities	44(a)	644	766
<b>Total Non-Current Provisions</b>		<b>88,791</b>	<b>89,611</b>
<b>Total Provisions</b>		<b>160,664</b>	<b>159,645</b>



**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>28 PROVISIONS (continued)</b>			
<b>Movements in Other Provisions</b>			
Movements in each class of provision during the financial year, other than employee benefits, are set out below:			
<i>Employment on-costs provision</i>			
Balance at beginning of year		5,456	5,591
Addition/(reduction) in provisions recognised		2,899	2,239
Reduction arising from payments		(2,485)	(2,374)
Balance at end of year		5,870	5,456
<i>Redundancy costs provision</i>			
Balance at beginning of year		4,809	4,064
Addition/(reduction) in provisions recognised		(1,874)	1,654
Reduction arising from payments		(779)	(909)
Balance at end of year		2,156	4,809
<b>29 OTHER LIABILITIES</b>			
<b>Current</b>			
Income received in advance		46,428	43,349
Accrued expenses		19,878	36,485
Monies held in trust		9,198	8,783
<b>Total Other Liabilities</b>		<b>75,504</b>	<b>88,617</b>
<b>30 EQUITY</b>			
<b>Reserves</b>			
Investments revaluation reserve	30(a)	61,757	52,984
Research grants reserve	30(b)	88,202	85,950
<b>Total Reserves</b>		<b>149,959</b>	<b>138,934</b>
<b>Retained earnings</b>		<b>1,134,835</b>	<b>1,099,014</b>

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
<b>30 EQUITY (continued)</b>			
<b>(a) Investments revaluation reserve</b>			
The investments revaluation reserve arises on the revaluation of available-for-sale financial assets. Where a revalued financial asset is sold, that portion of the reserve which relates to that financial asset and is effectively realised, is recognised in the Net Result. Where a revalued financial asset is impaired, the portion of the reserve which relates to that financial asset is transferred to the Net Result.			
<i>Movement in reserve</i>			
Balance at beginning of year		52,984	51,535
Unrealised valuation gain/(loss)		14,492	1,276
Realised (gain)/loss on sale of financial assets		(5,336)	250
Impairment reversal/(impairment) of financial assets		(383)	(77)
Movement for the year		8,773	1,449
Balance at end of year		61,757	52,984
<b>(b) Research grants reserve</b>			
Non-reciprocal research grants are required by Accounting Standards to be recognised as income when the University obtains control over the asset comprising the contributions. This reserve is provided for the balance of unspent research grants at the end of each financial year.			
Balance at beginning of year		85,950	75,731
Transfer to reserves		32,943	34,488
Transfers from reserves		(30,691)	(24,269)
Balance at end of year		88,202	85,950

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

**31 FINANCIAL INSTRUMENTS**

	Weighted Average Effective Interest Rate %	Non- interest bearing \$'000	Variable interest rate \$'000	Fixed interest rate \$'000	Total Carrying Amount \$'000	Maturity Profile			Foreign Exchange Risk Sensitivity <sup>2</sup>				Interest Rate Risk Sensitivity				Price Risk Sensitivity <sup>3</sup>				Credit Risk \$'000		
						Less than 1 year \$'000	1-5 years \$'000	More than 5 years \$'000	-10%		+10%		-200 bps		+200 bps		-15%		+15%				
									Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000			
<b>2016</b>																							
<b>Financial Assets</b>																							
Cash and cash equivalents	1.55%	1	28,763	-	28,764	28,764	-	-	-	-	-	-	(996)	-	996	-	-	-	-	-	-		
Receivables	-	24,009	-	-	24,009	24,009	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24,009	
Loans receivable	-	450	-	-	450	450	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	450	
Unlisted securities (unrestricted)	-	12,863	-	-	12,863	-	12,863	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Funds under management (unrestricted) <sup>1,4</sup>	-	334,324	1,967	-	336,291	-	3,683	332,608	-	4,067	-	(4,067)	-	-	-	-	(466)	(49,981)	24	50,423	1,967	-	
Funds under management (restricted) <sup>4</sup>	-	125,957	-	-	125,957	-	-	125,957	-	-	-	-	-	-	-	-	(175)	(18,720)	9	18,886	-	-	
<b>Total Financial Assets</b>		<b>497,604</b>	<b>30,730</b>	<b>-</b>	<b>528,334</b>	<b>53,223</b>	<b>16,546</b>	<b>458,565</b>	<b>-</b>	<b>4,067</b>	<b>-</b>	<b>(4,067)</b>	<b>(996)</b>	<b>-</b>	<b>996</b>	<b>-</b>	<b>(641)</b>	<b>(68,701)</b>	<b>33</b>	<b>69,309</b>	<b>26,426</b>	<b>-</b>	
<b>Financial Liabilities</b>																							
Payables		22,732	-	-	22,732	22,732	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6.73%	-	-	54,476	54,476	1,881	27,740	24,855	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Financial Liabilities</b>		<b>22,732</b>	<b>-</b>	<b>54,476</b>	<b>77,208</b>	<b>24,613</b>	<b>27,740</b>	<b>24,855</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2015</b>																							
<b>Financial Assets</b>																							
Cash and cash equivalents	2.17%	5	43,153	-	43,158	43,158	-	-	-	-	-	-	(1,451)	-	1,451	-	-	-	-	-	-	-	-
Receivables	-	22,985	-	-	22,985	22,985	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22,985
Loans receivable	-	887	-	-	887	887	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	887
Unlisted securities (unrestricted)	-	11,035	-	-	11,035	-	11,035	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Funds under management (unrestricted) <sup>1,4</sup>	-	371,431	1,912	-	373,343	-	3,601	369,742	-	4,661	-	(4,661)	-	-	-	-	(1,129)	(54,874)	66	55,937	1,912	-	-
Funds under management (restricted) <sup>4</sup>	-	121,258	-	-	121,258	-	-	121,258	-	-	-	-	-	-	-	-	(367)	(17,822)	21	18,168	-	-	-
<b>Total Financial Assets</b>		<b>527,601</b>	<b>45,065</b>	<b>-</b>	<b>572,666</b>	<b>67,030</b>	<b>14,636</b>	<b>491,000</b>	<b>-</b>	<b>4,661</b>	<b>-</b>	<b>(4,661)</b>	<b>(1,451)</b>	<b>-</b>	<b>1,451</b>	<b>-</b>	<b>(1,496)</b>	<b>(72,696)</b>	<b>87</b>	<b>74,105</b>	<b>25,784</b>	<b>-</b>	<b>-</b>
<b>Financial Liabilities</b>																							
Payables		14,972	-	-	14,972	14,972	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6.73%	-	-	56,236	56,236	1,761	27,174	27,301	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Financial Liabilities</b>		<b>14,972</b>	<b>-</b>	<b>56,236</b>	<b>71,208</b>	<b>16,733</b>	<b>27,174</b>	<b>27,301</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>1</sup> Funds under management mainly comprise investments in unit based funds. Credit risk exposure relates only to funds under management not in unit-based funds.

<sup>2</sup> A positive number indicates an increase in operating surplus and equity where the Australian dollar weakens against the foreign currency.

<sup>3</sup> Net Result would not be affected if prices increased by 15% as the equity investments are classified as available-for-sale with gains recognised directly in equity. However, Net Result would be affected if prices decreased by 15% with further decreases in value of previously impaired available-for-sale assets recognised in the Net Result.

<sup>4</sup> Funds under management in unit-based funds receive income by way of distributions and do not attract interest.



## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 32 FINANCIAL RISK MANAGEMENT

Financial instruments held by the University are cash and cash equivalents, receivables, available-for-sale financial assets, borrowings and payables. The University has exposure to financial risks. The University's overall risk management program focuses on managing the risks identified below.

#### (a) Market Risk

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market prices. Components of market risk to which the University is exposed are:

##### (i) Interest Rate Risk

The University is exposed to interest rate risk from its use of interest bearing financial assets and liabilities. Non-derivative interest bearing assets are predominantly short term liquid assets, i.e. cash, cash deposits, interest-bearing loans advanced and some funds under management. The University's main interest rate liability risk arises from borrowings issued at fixed rates, which give exposure to fair value interest rate risk, and from borrowings at a variable interest rate, which give rise to cash flow interest rate risk. The University manages its borrowings in accordance with targeted interest rate, liquidity and debt portfolio maturity profiles. Notes 27 and 31 provide further detail.

Note 31 details the University's sensitivity to a 200 basis point increase or decrease in interest rates assuming the change took place at the beginning of the financial year and held constant throughout the reporting period. There is no significant exposure to interest rate risks.

##### (ii) Foreign Currency Risk

The University is exposed to foreign currency risk when income from overseas operations, such as royalties and offshore partner fees, is received in foreign currency.

The University manages this risk by conducting its contracts and business in Australian dollars where it is commercially practical to do so. Furthermore, the University seeks to hedge any material, highly probable, foreign currency transactions by way of permitted instruments with appropriate counterparties. The University does not undertake speculative positions on movements in foreign currency exchange rates.

The University holds available-for-sale investments whose underlying assets include some investments denominated in foreign currency which are unhedged.

At 31 December 2016, the University held no foreign currency forward exchange contracts.

##### (iii) Price Risk

Price risk arises when there is a possibility of decline in the value of investments. It refers to the risk that the value of an investment will fluctuate due to changes in market prices. Investments include unlisted securities and funds under management. Note 31 details the University's sensitivity to a 15% increase or decrease in prices at reporting date on its funds under management. At reporting date, if the inputs to valuation of funds under management had been 15% higher, Equity would have been \$69.309 million (2015: \$74.105 million) higher and the Net Result would have been \$0.033 million (2015: \$0.087 million) higher due to the reversal of previously impaired available-for-sale debt investments. However, if the inputs to the valuation of the funds under management had been 15% lower, the devaluation would have reduced the Equity Reserve by \$68.701 million (2015: \$72.696 million) and the impairment loss that would have been recognised through the Net Result on previously impaired assets would have been \$0.641 million (2015: \$1.496 million).

The University's sensitivity to price risk has decreased over the period due to reduced equity investments held.

## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 32 FINANCIAL RISK MANAGEMENT (continued)

#### (b) Credit Risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument resulting in a financial loss to the University. The University has exposure to credit risk and financial loss on financial assets included in the Statement of Financial Position, comprising receivables, and other financial assets.

Procedures are in place to minimise exposure to credit risk associated with students and other debtors. The credit risk on funds under management and derivative financial instruments is limited as the counterparties are generally either with banks or investment grade fund managers. For an analysis of credit risk of the University refer to Note 31.

The University's funds under management subject to credit risk has reduced and certain zero coupon bonds held are endowed with capital protection mechanisms. At reporting date, some previously impaired available-for-sale debt investments increased in value resulting in reversal of impairments to the Net Result of \$0.055 million (2015: \$0.087 million).

#### (c) Liquidity Risk

Liquidity risk refers to the risk of financial loss to the University as a result of insufficient funds being available to meet its short and long term liabilities.

The University manages liquidity risk by maintaining adequate cash and cash equivalent balances, monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

### 33 FAIR VALUE

#### (a) Fair Value Measurements

The fair values of financial assets and financial liabilities shown in Note 31 are determined as follows:

- Due to the short-term nature of current receivables and payables, their carrying value is assumed to approximate fair value and, based on credit history, it is expected that the receivables that are neither past due date nor impaired will be received when due.
- Available-for-sale equity financial assets are traded on an active market. Hence, the fair value of these investments is based on quoted market prices at the reporting date (Level 1). The fair value of available-for-sale debt financial assets are determined based on market prices of financial assets with similar maturity and risk profiles due to the illiquidity of these financial assets (Level 2).
- Unlisted shares are not traded on an active market and are measured at cost which is assumed to approximate fair value, except where an unobservable input can be measured reliably.
- The fair value of loans to related entities are estimated for disclosure purposes by discounting the future contractual cash flows at the University's weighted average interest rate of cash and cash equivalents.
- The fair value of borrowings is based on cash flows discounted using borrowing rates provided by the Western Australian Treasury Corporation. The rates vary between 5% to 7% depending on the purpose of the borrowing (2015: 5% to 7%). The fair value of the borrowings equals the carrying amount including additional charges and adjustments provided by the Western Australian Treasury Corporation, had the University terminated the loans at 31 December of each year.

### Notes To The Financial Statements (continued)

for the year ended 31 December 2016

#### 33 FAIR VALUE (continued)

##### (b) Fair Value Hierarchy

	2016		2015		2016 Fair Value Hierarchy			2015 Fair Value Hierarchy		
	Carrying amount \$'000	Carrying amount \$'000	Fair value \$'000	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<b>Financial Assets</b>										
Cash and cash equivalents	28,764	43,158	28,764	43,158	-	-	-	-	-	-
Receivables	24,009	22,985	24,009	22,985	-	-	-	-	-	-
Loans advanced	450	887	443	869	-	-	-	-	-	-
Unlisted securities (unrestricted)	12,863	11,035	12,863	11,035	-	-	12,863	-	-	11,035
Funds under management (unrestricted)	336,291	373,343	336,291	373,343	334,324	1,967	-	371,431	1,912	-
Funds under management (restricted)	125,957	121,258	125,957	121,258	125,957	-	-	121,258	-	-
<b>Total Financial Assets</b>	<b>528,334</b>	<b>572,666</b>	<b>528,327</b>	<b>572,648</b>	<b>460,281</b>	<b>1,967</b>	<b>12,863</b>	<b>492,689</b>	<b>1,912</b>	<b>11,035</b>
<b>Financial Liabilities</b>										
Payables	22,732	14,972	22,732	14,972	-	-	-	-	-	-
Borrowings	54,476	56,236	63,246	66,288	63,246	-	-	66,288	-	-
<b>Total Financial Liabilities</b>	<b>77,208</b>	<b>71,208</b>	<b>85,978</b>	<b>81,260</b>	<b>63,246</b>	<b>-</b>	<b>-</b>	<b>66,288</b>	<b>-</b>	<b>-</b>

##### (c) Valuation Techniques

The Fair Value Hierarchy reflects the following level of inputs used in measuring the fair value of financial assets and financial liabilities:

- Level 1: The fair value of assets and liabilities are determined based on quoted market prices (unadjusted) in active markets for identical assets or liabilities. The fair valuation of borrowings is primarily based on the net present value of the borrowing using the variable rate for lending at year end. Where the variable rate is lower than the fixed rate, the fair value is greater than the face value.
- Level 2: The fair value of assets and liabilities have been determined from inputs other than quoted prices that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (derived from prices); this includes directly held fixed income securities of the University (classified as Funds under Management) being derived from observable market data;
- Level 3: Inputs for the Assets or Liabilities that are not based on observable market data.

### Notes To The Financial Statements (continued)

for the year ended 31 December 2016

#### 33 FAIR VALUE (continued)

##### (d) Fair Value Measurement Using Significant Unobservable Inputs (Level 3)

	2016 \$'000	2015 \$'000
<b>Unlisted securities (unrestricted)</b>		
Opening Balance	11,035	1,837
Acquisitions	-	-
Impairment	-	-
Recognised in profit or loss	-	-
Recognised in other comprehensive income	1,828	9,198
<b>Closing Balance</b>	<b>12,863</b>	<b>11,035</b>

The gain included in other comprehensive income relates to the revaluation of unlisted securities, determined by an independent valuer, based on observable inputs and an unobservable input (discount factor of 30%), reported within the Investments revaluation reserve.

The University's sensitivity to a 5% increase or decrease in the unobservable input on discount factor at reporting date would result in a decrease or increase in other comprehensive income by \$0.130 million respectively.

#### 34 REMUNERATION OF MEMBERS OF THE ACCOUNTABLE AUTHORITY AND SENIOR OFFICERS

##### (a) Remuneration of Members of the Accountable Authority

###### Names of Persons who were Members of the Accountable Authority during the financial year

For the purposes of the *Financial Management Act 2006*, the University Council is the Accountable Authority of the University.

###### Members appointed by Governor in Council

Mr Kim Bridge  
 Ms Cathryn Carver (ceased 14 September 2016)  
 Dr Andrew Crane  
 Mr Alex Jones  
 Mr Michael Lishman  
 Dr Michael Stanford

###### Member nominated by the Minister for Education and Training

Ms Sue Wilson

###### Member who is the Chief Executive Officer

Professor Deborah Terry, Vice-Chancellor

###### Members elected by full-time academic staff

Professor Dale Pinto  
 Professor Glenda Scully

###### Member elected by full-time general staff

Mr Andy Sharp (ceased 17 June 2016)  
 Mr Andrew McLean (commenced 18 June 2016)

###### Co-opted Members

Mr Colin Beckett, Chancellor  
 Mr Steve Scudamore  
 Mr Gene Tilbrook

###### Members who are members of bodies that represent the interests of the University in places other than the University's principal campus

Vacant

###### Member who is a member of the Academic Board elected by and from the Academic Board

Associate Professor Linley Lord

###### Members elected by students

Ms Noni Elliott Hobbs (elected 13 April 2016)  
 Mr Jason Giancono (ceased 12 April 2016)  
 Ms Saraya Martin (ceased 12 April 2016)  
 Mr Liam O'Neill (elected 13 April 2016)



**Notes To The Financial Statements (continued)**

for the year ended 31 December 2016

**34 REMUNERATION OF MEMBERS OF THE ACCOUNTABLE AUTHORITY AND SENIOR OFFICERS (continued)****Remuneration of Members of the Accountable Authority**

The number of Members of the Accountable Authority whose total fees, salaries, superannuation and other benefits for the financial year, fall within the following bands were:

	2016 Number	2015 Number
Nil - \$10,000	5	6
\$10,001 - \$20,000	2	3
\$20,001 - \$30,000	2	1
\$30,001 - \$40,000	4	3
\$80,001 - \$90,000	1	1
\$90,001 - \$100,000	1	-
\$130,001 - \$140,000	1	-
\$180,001 - \$190,000	-	1
\$190,001 - \$200,000	1	-
\$230,001 - \$240,000	1	-
\$240,001 - \$250,000	-	1
\$250,001 - \$260,000	-	1
\$270,001 - \$280,000	1	1
\$780,001 - \$790,000	-	1
\$810,001 - \$820,000	1	-
	<b>2016 \$'000</b>	<b>2015 \$'000</b>
<b>Aggregate Remuneration of Members of the Accountable Authority<sup>(a)</sup></b>	<b>2,081</b>	<b>2,015</b>

<sup>(a)</sup> Includes accrued leave**(b) Remuneration of Senior Officers**

The number of Senior Officers other than Senior Officers reported as Members of the Accountable Authority, whose total of fees, salaries, superannuation and other benefits for the financial year, fall within the following bands were:

	2016 Number	2015 Number
Nil - \$10,000	1	1
100,001 - 110,000	2	-
\$140,001 - \$150,000	1	-
\$150,001 - \$160,000	1	-
\$190,001 - \$200,000	-	1
\$220,001 - \$230,000	1	-
\$240,001 - \$250,000	-	1
\$250,001 - \$260,000	-	1
\$260,001 - \$270,000	-	1
\$280,001 - \$290,000	2	-
\$290,001 - \$300,000	-	1
\$320,001 - \$330,000	1	-
\$330,001 - \$340,000	1	-

**Notes To The Financial Statements (continued)**

for the year ended 31 December 2016

**34 REMUNERATION OF MEMBERS OF THE ACCOUNTABLE AUTHORITY AND SENIOR OFFICERS (continued)**

	2016 Number	2015 Number
\$350,001 - \$360,000	-	1
\$360,001 - \$370,000	-	1
\$370,001 - \$380,000	-	2
\$380,001 - \$390,000	-	1
\$390,001 - \$400,000	-	2
\$400,001 - \$410,000	4	1
\$410,001 - \$420,000	-	1
\$420,001 - \$430,000	1	-
\$450,001 - \$460,000	-	1
\$460,001 - \$470,000	2	1
\$490,001 - \$500,000	1	-
	<b>2016 \$'000</b>	<b>2015 \$'000</b>
<b>Aggregate Remuneration of Senior Officers<sup>(a)</sup></b>	<b>5,442</b>	<b>5,643</b>

<sup>(a)</sup> Includes accrued leave**35 REMUNERATION OF AUDITORS**

During the year, the following fees (excluding GST) were payable for services provided by the auditor of the University and non-related audit firms:

	2016 \$'000	2015 \$'000
<b>(a) Audit and review of the Financial Statements</b>		
<b>Fees paid to the Office of the Auditor General</b>	284	281
<b>(b) Other audit and assurance services<sup>1</sup></b>		
Fees paid to the Office of the Auditor General	14	14
Australian Government - Department of Agriculture	3	-
Casilli Holdings Pty Ltd	17	22
Council of Ambulance Authorities Inc	4	3
Independent Appraisal	1	-
Nexia Edwards Marshall	10	-
Quantum Assurance	-	8
SAI Global Limited	5	4
JMG Building Surveyors	-	6
Western Australian QUA	-	1
Daff Biosec	-	1
<b>Total fees paid for other audit services</b>	<b>54</b>	<b>62</b>
<b>Total Remuneration of Auditors</b>	<b>338</b>	<b>343</b>

<sup>1</sup> Other audit and assurance services are related to compliance audits and research project audits.

## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 36 RELATED PARTIES

#### Transactions with specified Accountable Authority and Senior Officers

#### (a) Accountable Authority and Senior Officers' remuneration and retirement benefits

Details of remuneration and retirement benefits are disclosed in Note 34.

#### (b) Other transactions with specified Accountable Authority, Senior Officers and Related Parties

University Council members, or their related entities, may conduct transactions with the University that occur within a normal employee, customer or supplier relationship on terms and conditions that are no more favourable than those with which it is reasonable to expect the University to adopt if it was dealing at arm's length in similar circumstances.

These transactions include the following and have been quantified below where the transactions are considered likely to be of interest to users of these financial statements:

Transaction Type	Related party	2016 \$'000	2015 \$'000
Purchases	Curtin Student Guild	4,370	4,620
Revenue	Curtin Student Guild	808	2,382
Receivable at 31 December	Curtin Student Guild	1,159	2,086
Payable at 31 December	Curtin Student Guild	-	7

#### (c) Loans to Related Parties

Balance at beginning of year	887	788
Loans advanced	-	99
Loans repayment received	-	-
Loans impaired	(437)	-
Interest charged	-	-
Interest received	-	-
Balance at end of year	450	887

The University invests in a number of unlisted companies which are established to commercialise intellectual property. Loans were advanced to some of these entities.

### 37 JOINT OPERATIONS AND ASSOCIATES

#### Companies

Details of the University's significant associates at 31 December 2016 are listed below.

Name of entity	Country of incorporation	Carrying value of Investment		Equity holding	
		2016 \$'000	2015 \$'000	2016 %	2015 %
<b>Associates</b>					
HiSeis Pty Ltd	Australia	275	275	44	44
iCetana Pty Ltd	Australia	600	600	39	39
Renergi Pty Ltd <sup>1</sup>	Australia	1	1	48	48

<sup>1</sup> A loan of \$0.450 million is disclosed within Note 36(c).

## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 38 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

#### (a) Contingent Liabilities

##### Legal Actions

The University is exposed to legal actions that arise in the course of the University's normal operations. The University does not believe that these legal actions, if successful, would result in material loss. There are no other contingent liabilities.

#### (b) Contingent Assets

The University had no contingent assets at the reporting date.

### 39 COMMITMENTS

	2016 \$'000	2015 \$'000
<b>(a) Capital commitments</b>		
Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:		
<b>Property, Plant and Equipment</b>		
Within one year	11,719	80,656
Between one and five years	-	11,748
Later than five years	-	-
<b>Total Capital Commitments</b>	<b>11,719</b>	<b>92,404</b>
<b>(b) Lease commitments</b>		
<b>Operating leases</b>		
A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership. Operating leases at the University are related to computer leases, network leases, motor vehicle leases and building leases.		
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:		
Within one year	10,069	11,108
Between one and five years	16,041	21,434
Later than five years	55,419	64,599
<b>Total future minimum lease payments</b>	<b>81,529</b>	<b>97,141</b>
<b>(c) Other expenditure commitments</b>		
Commitments in relation to purchase orders are payable as follows:		
Within one year	24,920	20,205
<b>(d) Loans commitment to related parties</b>		
Loans committed at the reporting date but not recognised as liabilities are as follows:		
Within one year	-	-
Between one and five years	-	-
Later than five years	-	-
<b>Total loans commitment to related parties</b>	<b>-</b>	<b>-</b>

All the above commitments are inclusive of GST where applicable.



## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 40 EVENTS OCCURRING AFTER REPORTING DATE

A number of amendments to the University's enabling legislation became effective as of 2 January 2017. Included in those amendments is a change in the University's name from Curtin University of Technology to Curtin University. The name change is part of an important shift to strengthen and clarify Curtin's brand.

### 41 NOTES TO THE STATEMENT OF CASH FLOWS

	2016 \$'000	2015 \$'000
<b>(a) Reconciliation to cash</b>		
Cash at the end of the year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:		
Unrestricted cash and cash equivalents (Note 19(a))	26,804	41,239
Restricted cash and cash equivalents (Note 19(b))	1,960	1,919
Balance as per Statement of Cash Flows	28,764	43,158
<b>(b) Reconciliation of net result to net cash provided by operating activities</b>		
Net result for the year	38,073	61,953
Depreciation expense	55,535	48,439
Net loss/(gain) on disposal of non-current assets	48	492
Impairment of assets	1,207	95
Other non-cash items	(8,311)	3,566
Net exchange differences	-	(194)
<b>Changes in assets and liabilities:</b>		
(Increase)/decrease in receivables	1,148	3,748
(Increase)/decrease in inventories	2	7
(Increase)/decrease in other current assets	6,573	(6,434)
Increase/(decrease) in trade and other payables	7,760	(2,234)
Increase/(decrease) in provisions	1,019	(5,064)
Increase/(decrease) in other current liabilities	(13,113)	15,672
<b>Net cash provided by/(used in) operating activities</b>	<b>89,941</b>	<b>120,046</b>

### 42 NON-CASH FINANCING AND INVESTING ACTIVITIES

During the year, the University received and re-invested non-cash distributions net of fees from the available-for-sale investments of \$0.201 million (2015: \$0.038 million). The investment revenue was not reflected in the Statement of Cash Flows.

## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 43 SUPPLEMENTARY FINANCIAL INFORMATION

	2016 \$'000	2015 \$'000
<b>Write-Offs</b>		
Public property written off by the Minister during the financial year	-	-
<b>Losses Through Theft, Defaults and Other Causes</b>		
Losses of public moneys and, public and other property through theft or default	-	-
Amounts recovered	-	-

### 44 DEFINED BENEFIT SUPERANNUATION PLANS

#### (a) Curtin University pension obligations

Until 30 June 2006, a group of former employees was entitled, on retirement, death or disablement, to defined benefits under the Curtin University Superannuation Scheme. In some circumstances the scheme provided pension benefits. All members of the Scheme had retired, and had either received a pension or were entitled to receive a pension at a future date under certain circumstances. The scheme was wound up on 30 June 2006. Some former members of the wound-up Scheme entered into a contractual relationship direct with the University. The University now provides benefits to those individuals, consistent with their entitlements under the wound-up scheme. The University meets the benefits directly as they fall due.

	2016 \$'000	2015 \$'000
<b>Reconciliation of the Present Value of the Defined Benefit Obligation</b>		
Present value of defined benefit obligations at beginning of the year	879	917
Current service cost	-	-
Interest cost	25	29
Actuarial loss/(gain)	(32)	33
Benefits paid	(108)	(100)
Present value of defined benefit obligations at end of the year	764	879
<b>Reconciliation of the Fair Value of Assets</b>		
Fair value of assets at beginning of the year	-	-
Employer contributions	108	100
Benefits paid	(108)	(100)
Fair value of assets at end of the year	-	-
<b>Reconciliation of the Assets and Liabilities Recognised in the Statement of Financial Position</b>		
Present value of defined benefit obligation	764	879
Fair value of assets	-	-
Net liability	764	879
<b>Liability recognised in the Statement of Financial Position as:</b>		
Current	120	113
Non-current	644	766
	764	879
<b>Expense Recognised in the Statement of Comprehensive Income</b>		
Interest cost	25	29
Actuarial loss/(gain)	(32)	33
Superannuation expense/(benefit)	(7)	62

## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 44 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

#### Assets

There are no assets held specifically to meet the University's obligations with regard to this liability.

#### Nature of asset/liability

The University has recognised a liability in the Statement of Financial Position under Provisions in respect of its defined benefit superannuation arrangements. The University has no legal obligation to settle this liability with an immediate contribution or additional one-off contributions. The University intends to continue to meet the cost of the benefits as they fall due.

### (b) Government Employees Superannuation Board (GESB)

#### Scheme information

The Scheme operates under the State Superannuation Act 2000 (Western Australia) and the State Superannuation Regulations 2001 (Western Australia). GESB is the Scheme's Trustee and is responsible for the governance of the Scheme. As Trustee, GESB has a legal obligation to act solely in the best interests of Scheme beneficiaries.

Pension Scheme members receive pension benefits on retirement, death or invalidity. The Fund share of the pension benefit, which is based on the member's contributions plus investment earnings, may be commuted to a lump sum benefit. The University does not bear the cost associated with indexation of any pension arising from the Fund share. The State share of the pension benefit, which is fully employer-financed, cannot be commuted to a lump sum benefit.

Some former Pension Scheme members have transferred to the Gold State Super Scheme. In respect of their transferred benefit, the members receive a lump sum benefit at retirement, death or invalidity which is related to their salary during their employment and indexed during any deferral period after leaving public sector employment.

The weighted average duration of the defined benefit obligation for the whole of the Pension Scheme is 8.7 years (2015: 8.8 years).

The following disclosures are in respect of the employer-financed benefits only. The Pension Scheme and Gold State Super Scheme have been combined in the Note disclosure below.

	2016 \$'000	2015 \$'000
<b>Reconciliation of the present value of the defined benefit obligation</b>		
Present value of defined benefit obligations at beginning of the year	64,569	68,120
Current service cost	-	-
Interest cost	1,776	2,030
Actuarial loss/(gain) arising from changes in financial assumptions	1,242	1,310
Actuarial loss/(gain) arising from liability experience	(332)	(1,005)
Benefits paid	(5,681)	(5,886)
Present value of defined benefit obligations at end of the year	61,574	64,569

These defined benefit obligations are wholly unfunded, such that there are no assets. The University contributes any shortfalls of reimbursement rights, as required, to meet the benefits paid (refer below).

	2016 \$'000	2015 \$'000
<b>Reconciliation of the fair value of Scheme assets</b>		
Fair value of Scheme assets at beginning of the year	-	-
Employer contributions	5,681	5,886
Benefits paid	(5,681)	(5,886)
Fair value of Scheme assets at end of the year	-	-

## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 44 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

	2016 \$'000	2015 \$'000
<b>Reconciliation of the net liability recognised in the Statement of Financial Position</b>		
Present value of defined benefit obligations	61,574	64,569
Fair value of the Scheme assets	-	-
Net liability	61,574	64,569
Fair value of reimbursement rights	61,574	64,569
Total net liability/(asset) in the Statement of Financial Position	-	-
Present value of defined benefit obligations/reimbursement rights is recognised as:		
Current	4,049	3,996
Non-current	57,525	60,573
	61,574	64,569
<b>Expense Recognised in the Statement of Comprehensive Income</b>		
Current service cost	-	-
Interest cost	1,776	2,030
Reimbursement rights adjustments	(1,432)	(1,651)
Deferred superannuation expense	344	379
<b>Actuarial loss/(gain) recognised in Other Comprehensive Income</b>		
Actuarial loss/(gain) arising from changes in financial assumptions	1,242	1,310
Actuarial loss/(gain) arising from liability experience	(332)	(1,005)
Reimbursement rights adjustments	(910)	(305)
Net Actuarial loss/(gain) recognised on defined benefit obligations	-	-

#### Scheme Assets

There are no assets in the Pension Scheme to support the state share of the benefit or in the Gold State Super Scheme for current employees to support the transferred benefits. Hence, there is:

- No fair value of Scheme assets;
- No asset allocation of Scheme assets;
- No financial instruments issued by the employer;
- No assets used by the employer; and
- No asset-liability matching strategies.

#### Significant actuarial assumptions used in determining defined benefit obligation

% per annum	2016	2015
Discount rate (active members)	2.63%	2.88%
Discount rate (pensioners)	2.63%	2.88%
Expected salary increase rate	3.50%	4.50%
Expected pension increase rate	2.50%	2.50%

The discount rate is based on the Government bond maturing in April 2025. The decrement rates used (e.g. mortality and retirement rates) are based on those used at the last actuarial valuation for the Schemes.



## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 44 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000	2012 \$'000
<b>Historical Information</b>					
Present value of defined benefit obligation	61,574	64,569	68,120	64,261	73,586
Fair value of Scheme assets	-	-	-	-	-
Deficit in Scheme assets	61,574	64,569	68,120	64,261	73,586
Experience adjustments (gain)/loss - Scheme assets	-	-	-	-	-
Experience adjustments (gain)/loss - Scheme liabilities	(332)	(1,005)	2,017	921	(1,591)

The experience adjustment for scheme liabilities represents the actuarial loss/(gain) due to a change in the liabilities arising from the Scheme's experience (e.g. membership movements, unit entitlements) but excludes the effect of the changes in assumptions (e.g. movements in the bond rate and changes in pensioner mortality assumptions).

	2017 \$'000	2016 \$'000
<b>Expected Contributions</b>		
Expected employer contributions	5,594	5,773

#### Nature of asset/liability

The University has recognised a liability in the Statement of Financial Position under Provisions in respect of its defined benefit superannuation arrangements (refer Note 28).

An arrangement exists between the Australian Government and the Government of Western Australia to meet the unfunded liability for beneficiaries of the State Superannuation Schemes on an emerging cost basis. Accordingly, a corresponding asset is recognised under Receivables for the reimbursement rights (refer Note 20).

The recognition of both the asset and the liability consequently do not affect the year end net asset position of the University, therefore no sensitivity analysis is relevant.

#### (c) Unisuper Defined Benefit Plan

##### Scheme information

The UniSuper Defined Benefit Plan (DBP) is a multi-employer defined benefit plan under superannuation law. However, it is considered to be a multi-employer defined contribution plan under the Accounting Standard AASB 119 - Employee Benefits. This is because, where there are or may be insufficient funds to provide benefits payable, the Trustee must reduce the benefits payable on a fair and equitable basis. The employer's legal or constructive obligation is limited to the amount that it agrees to contribute to the funds and the actuarial and investment risks rest with the employee.

#### (d) Superannuation employer contributions

Employer contributions for all superannuation plans of \$64.980 million (2015: \$60.389 million) were charged as an expense under employee benefits (refer Note 11) as they fell due.

## Notes To The Financial Statements (continued)

for the year ended 31 December 2016

### 45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE

#### (a) Education - CGS and Other Education Grants

	Commonwealth Grants Scheme <sup>1</sup>		Indigenous Support Program		Disability Support Program		Partnership & Participation Program <sup>2</sup>		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Financial assistance received in CASH during the reporting period	251,389	234,495	1,138	1,192	150	112	4,560	5,627	257,237	241,426
Net accrual adjustments	(3,723)	1,646	-	-	-	-	847	909	(2,876)	2,555
Revenue for the period	247,666	236,141	1,138	1,192	150	112	5,407	6,536	254,361	243,981
Surplus/(deficit) from the previous year	-	-	-	-	(300)	(123)	3,469	2,342	3,169	2,219
Total revenue including accrued revenue	247,666	236,141	1,138	1,192	(150)	(11)	8,876	8,878	257,530	246,200
Less expenses including accrued expenses	(247,666)	(236,141)	(1,138)	(1,192)	(371)	(289)	(4,365)	(5,409)	(253,540)	(243,031)
Surplus/(deficit) for reporting period	-	-	-	-	(521)	(300)	4,511	3,469	3,990	3,169

<sup>1</sup> Includes the basic CGS grant amount, CGS - Regional Loading, CGS - Enabling Loading, Maths and Science Transition Loading and Full Fee Places Transition Loading.

<sup>2</sup> Includes Equity Support Program.

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

**45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**

**(b) Higher Education Loan Programs (excl OS-HELP)**

	HECS-HELP		FEE-HELP <sup>3</sup>		SA-HELP		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Financial assistance received in CASH during the reporting period	148,791	140,230	24,235	25,982	2,314	2,406	175,340	168,618
Net accrual adjustments	(4,363)	(392)	550	(656)	(75)	192	(3,888)	(856)
Revenue for the period	144,428	139,838	24,785	25,326	2,239	2,598	171,452	167,762
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	144,428	139,838	24,785	25,326	2,239	2,598	171,452	167,762
Less expenses including accrued expenses	(144,428)	(139,838)	(24,785)	(25,326)	(2,239)	(2,598)	(171,452)	(167,762)
Surplus/(deficit) for reporting period	-	-	-	-	-	-	-	-

<sup>3</sup> Program is in respect of FEE-HELP for Higher Education only and excludes funds received in respect of VET FEE-HELP.

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

**45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**

**(c) Scholarships**

	Australian Postgraduate Awards		Indigenous Access Scholarships		International Postgraduate Research Scholarships		Commonwealth Education Costs Scholarships <sup>4</sup>		Commonwealth Accommodation Scholarships <sup>4</sup>		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Financial assistance received/ (refunded) in CASH during the reporting period	7,217	7,001	-	-	568	540	-	1	-	-	7,785	7,542
Net accrual adjustments	-	-	39	(4)	-	-	38	86	21	28	98	110
Revenue for the period	7,217	7,001	39	(4)	568	540	38	87	21	28	7,883	7,652
Surplus/(deficit) from the previous year	(791)	(781)	-	-	(1,219)	(828)	-	-	-	-	(2,010)	(1,609)
Total revenue including accrued revenue	6,426	6,220	39	(4)	(651)	(288)	38	87	21	28	5,873	6,043
Less expenses including accrued expenses	(7,456)	(7,011)	(39)	4	(964)	(931)	(38)	(87)	(21)	(28)	(8,518)	(8,053)
Surplus/(deficit) for reporting period	(1,030)	(791)	-	-	(1,615)	(1,219)	-	-	-	-	(2,645)	(2,010)

<sup>4</sup> Includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships and Indigenous Scholarship (ICECS, IECECS, ICAS and IECAS) respectively.



**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

**45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**

(d) Education Research

	Joint Research Engagement		JRE Engineering Cadetship		Sustainable Research Excellence in Universities		Research Training Scheme		Infrastructure Grants		Research Block		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	
Financial assistance received in CASH during the reporting period	9,263	9,403	156	154	3,039	2,302	16,964	16,556	4,063	3,264	33,485	31,679		
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	
Revenue for the period	9,263	9,403	156	154	3,039	2,302	16,964	16,556	4,063	3,264	33,485	31,679		
Surplus/(deficit) from the previous year	-	-	-	-	(317)	(317)	-	-	-	-	(317)	(317)		
Total revenue including accrued revenue	9,263	9,403	156	154	2,722	1,985	16,964	16,556	4,063	3,264	33,168	31,362		
Less expenses including accrued expenses	(9,263)	(9,403)	(156)	(154)	(3,039)	(2,302)	(16,964)	(16,556)	(4,063)	(3,264)	(33,485)	(31,679)		
Surplus/(deficit) for reporting period	-	-	-	-	(317)	(317)	-	-	-	-	(317)	(317)		

(e) Australian Research Council Grants

(i) Discovery

	Projects		Fellowships <sup>5</sup>		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Financial assistance received in CASH during the reporting period	6,611	6,568	2,472	3,265	9,083	9,833
Net accrual adjustments	391	541	-	-	391	541
Revenue for the period	7,002	7,109	2,472	3,265	9,474	10,374
Surplus/(deficit) from the previous year	89	844	2,812	3,126	2,901	3,970
Total revenue including accrued revenue	7,091	7,953	5,284	6,391	12,375	14,344
Less expenses including accrued expenses	(6,984)	(7,864)	(3,115)	(3,579)	(10,099)	(11,443)
Surplus/(deficit) for reporting period	107	89	2,169	2,812	2,276	2,901

<sup>5</sup> Includes Early Career Researcher Award

**Notes To The Financial Statements (continued)**  
for the year ended 31 December 2016

**45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)**

(e) Australian Research Council Grants (continued)

(ii) Linkages

	Infrastructure		Projects		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Financial assistance received in CASH during the reporting period	1,320	560	3,396	3,423	4,716	3,983
Net accrual adjustments	219	71	98	348	317	419
Revenue for the period	1,539	631	3,494	3,771	5,033	4,402
Surplus/(deficit) from the previous year	531	964	(395)	(854)	136	110
Total revenue including accrued revenue	2,070	1,595	3,099	2,917	5,169	4,512
Less expenses including accrued expenses	(2,643)	(1,064)	(2,931)	(3,312)	(5,574)	(4,376)
Surplus/(deficit) for reporting period	(573)	531	168	(395)	(405)	136

(iii) Centres

	Centres		Other		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Financial assistance received in CASH during the reporting period	939	452	69	90	1,008	542
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	939	452	69	90	1,008	542
Surplus/(deficit) from the previous year	161	159	(233)	74	(72)	233
Total revenue including accrued revenue	1,100	611	(164)	164	936	775
Less expenses including accrued expenses	(1,141)	(450)	(284)	(397)	(1,425)	(847)
Surplus/(deficit) for reporting period	(41)	161	(448)	(233)	(489)	(72)

Notes To The Financial Statements (continued)  
for the year ended 31 December 2016

45 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

	2016 \$'000	2015 \$'000
<b>(f) OS-HELP</b>		
Cash received during the reporting period	1,384	1,064
Cash spent during the reporting period	(1,384)	(1,064)
Net cash received	-	-
Cash surplus/(deficit) from the previous period	-	-
Cash surplus/(deficit) for the reporting period	-	-
<b>(g) Higher Education Superannuation Program</b>		
Cash received during the reporting period	5,347	6,406
University contribution in respect of current employees	344	379
Cash available	5,691	6,785
Cash surplus/(deficit) from the previous period	277	234
Cash available for current period	5,968	7,019
Contributions to specified defined benefit funds	(5,910)	(6,742)
Cash surplus/(deficit) for the reporting period	58	277
<b>(h) Student Services and Amenities Fee</b>		
Unspent/(overspent) revenue from previous period	429	682
SA-HELP revenue earned	2,239	2,598
Student Services and Amenities Fees direct from students	3,399	4,610
Total revenue expendable in period	6,067	7,890
Student Services expenses during period	(5,582)	(7,461)
Unspent/(overspent) Student Services Revenue	485	429

## REPORT BY THE MEMBERS OF THE UNIVERSITY COUNCIL

The members of the University Council present their report for the year ended 31 December 2016.

### MEMBERS

The following persons were members of the Council of Curtin University of Technology during the year ended 31 December 2016:

#### Members appointed by Governor in Council

Mr Kim Bridge  
Ms Cathryn Carver (ceased 14 September 2016)  
Dr Andrew Crane  
Mr Alex Jones  
Mr Michael Lishman  
Dr Michael Stanford

#### Member nominated by the Minister for Education and Training

Ms Sue Wilson, Pro Chancellor

#### Member who is the Chief Executive Officer

Professor Deborah Terry AO, Vice-Chancellor

#### Co-opted Members

Mr Colin Beckett, Chancellor  
Mr Steve Scudamore  
Mr Gene Tilbrook

#### Members elected by full-time academic staff

Professor Dale Pinto  
Professor Glenda Scully

#### Members elected by the Alumni Association

Vacant

#### Member elected by full-time general staff

Mr Andy Sharp (ceased 17 June 2016)  
Mr Andrew McLean (commenced 18 June 2016)

#### Members who are members of bodies that represent the interests of the University in places other than the University's principal campus

Vacant

#### Member who is a member of the Academic Board elected by and from the Academic Board

Associate Professor Linley Lord

#### Members elected by students

Ms Noni Elliott Hobbs (elected 13 April 2016)  
Mr Jason Giancono (ceased 12 April 2016)  
Ms Saraya Martin (ceased 12 April 2016)  
Mr Liam O'Neill (elected 13 April 2016)



Report by the Members of the University Council (continued)

Meetings of Members

The number of meetings of the University Council and of each committee of Council held during the year ended 31 December 2016, and the number of meetings attended by each member were:

MEMBERS	COUNCIL MEETINGS		MEETINGS OF COMMITTEES <sup>1</sup>											
	ATTENDED	HELD	AUDIT & COMPLIANCE		EXECUTIVE		FINANCE		HEALTH & SAFETY DUE DILIGENCE		LEGISLATIVE <sup>2</sup>			
			ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD		
Mr Colin Beckett, Chancellor <sup>3</sup>	8	8			6	8					3	3		
Mr Kim Bridge	6	8	4	7										
Ms Cathryn Carver	2	6						3	6					
Dr Andrew Crane	5	8			5	8								
Ms Noni Elliott Hobbs	6	6												
Professor Paul Fairall (co-opted)													1	1
Mr Jason Giancono	2	2												
Mr Beth Gordon (co-opted)								1	2					
Mr Damian Gordon (co-opted)								1	2					
Mr Alex Jones	7	8	8	8										
Mr Michael Lishman	4	8			8	8				1	3	1	1	
Assoc Prof Linley Lord	7	8			6	8								
Ms Saraya Martin	1	2												
Mr Andrew McLean	3	3												
Mr Liam O'Neill	6	6												
Professor Dale Pinto	6	8											1	1
Mr Steve Scudamore <sup>4</sup>	7	8	8	8	7	8		1	1					
Prof Glenda Scully	6	8						4	4					
Mr Andy Sharp	5	5								2	2			
Dr Michael Stanford	5	8						9	9					
Professor Deborah Terry AO <sup>4</sup>	8	8	8	8	8	8		9	9				1	1
Mr Gene Tilbrook	6	8			5	8		9	9					
Ms Sue Wilson, Pro Chancellor <sup>3</sup>	7	8	8	8	8	8								

<sup>1</sup> The number of meetings held represents the number of regular and special meetings held during the time a member was a member of the Council or a committee of Council during the year. The number of meetings held does not include matters considered by circular resolution by Council or respective committees, and site visits conducted by the Health and Safety Due Diligence Committee.

<sup>2</sup> The Legislative Committee only meets when necessary

<sup>3</sup> Also a member of the Curtin University of Technology Foundation Board

<sup>4</sup> Also a member of the Curtin University of Technology Foundation Board and Kalgoorlie Campus Council

## Report by the Members of the University Council (continued)

### Principal activities

During the year, the principal and continuing activities of the University are:

- (a) to provide courses of study appropriate to a university, and other tertiary courses, and to aid the advancement, development and practical application of knowledge;
- (b) to encourage and participate in the development and improvement of tertiary education whether on a full or part-time basis; and
- (c) to encourage and undertake research and to aid directly or indirectly the application of science and technology to industry.

No significant changes in the nature of the activities of the University occurred during the year.

### Review of operations

The net operating result for the year ended 31 December 2016 was \$38.073 million (2015: \$61.953 million).

The operations of the University during the financial year are reviewed in the following accompanying sections of the Annual Report:

- Chancellor's Foreword
- Vice-Chancellor's Report
- Report on Operations
- 2016 Activity Highlights

### Significant changes in the State of Affairs

No significant changes in the University's state of affairs occurred during the year.

### Matters subsequent to the end of the financial year

A number of amendments to the University's enabling legislation became effective as of 2 January 2017. Included in those amendments is a change in the University's name from Curtin University of Technology to Curtin University. The name change is part of an important shift to strengthen and clarify Curtin's brand. No other events have occurred since balance date that are likely to have a material impact on the financial report of the University.

### Likely developments and expected results of operations

The University will continue to further its objectives, consistent with the principal activities outlined above. To provide further detail would result in unreasonable prejudice.

### Environmental regulation

The members of the University Council are not aware of any breaches of environmental regulations.

Relevant legislation that Curtin is subject to includes:

- Environmental Protection Act 1986 (WA)
- Environmental Protection Regulations 1987
- Environmental Protection (Controlled Waste) Regulations 2004
- Environmental Protection (Noise) Regulations 1997
- Environmental Protection (Unauthorised Discharges) Regulations 2004
- Contaminated Sites Act 2003 (WA)
- National Greenhouse and Energy Reporting Act 2007 (Cth)
- National Greenhouse and Energy Reporting Regulations 2008

The University is committed to protecting, preserving as well as improving the environment in which the University operates.

## Report by the Members of the University Council (continued)

### Insurance of Members of Council and Officers

The University provides Directors and Officers Liability and Employers Practices Insurance and Supplementary Legal Expenses Cover through contracts with external insurance providers. The cover applies to members of Council and Officers of the University.

### Proceedings on behalf of Curtin University of Technology

No material legal proceedings were initiated by the University during 2016.

This report is made in accordance with a resolution of the members of the University Council.



**Colin Beckett**  
Chancellor

Curtin University, Bentley, Perth, WA

Dated this 22nd day of March 2017



## CURTIN'S KEY PERFORMANCE INDICATORS

**Certification..... 109**

**Introduction..... 110**

**Teaching and Research ..... 111**

**People and Culture..... 116**

**Engagement and Impact..... 120**

**Financial Security..... 122**

## CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to access Curtin University of Technology's performance, and fairly represent the performance of Curtin University of Technology for the financial year ended 31 December 2016.



**Colin Beckett**  
Chancellor



**Deborah Terry AO**  
Vice-Chancellor

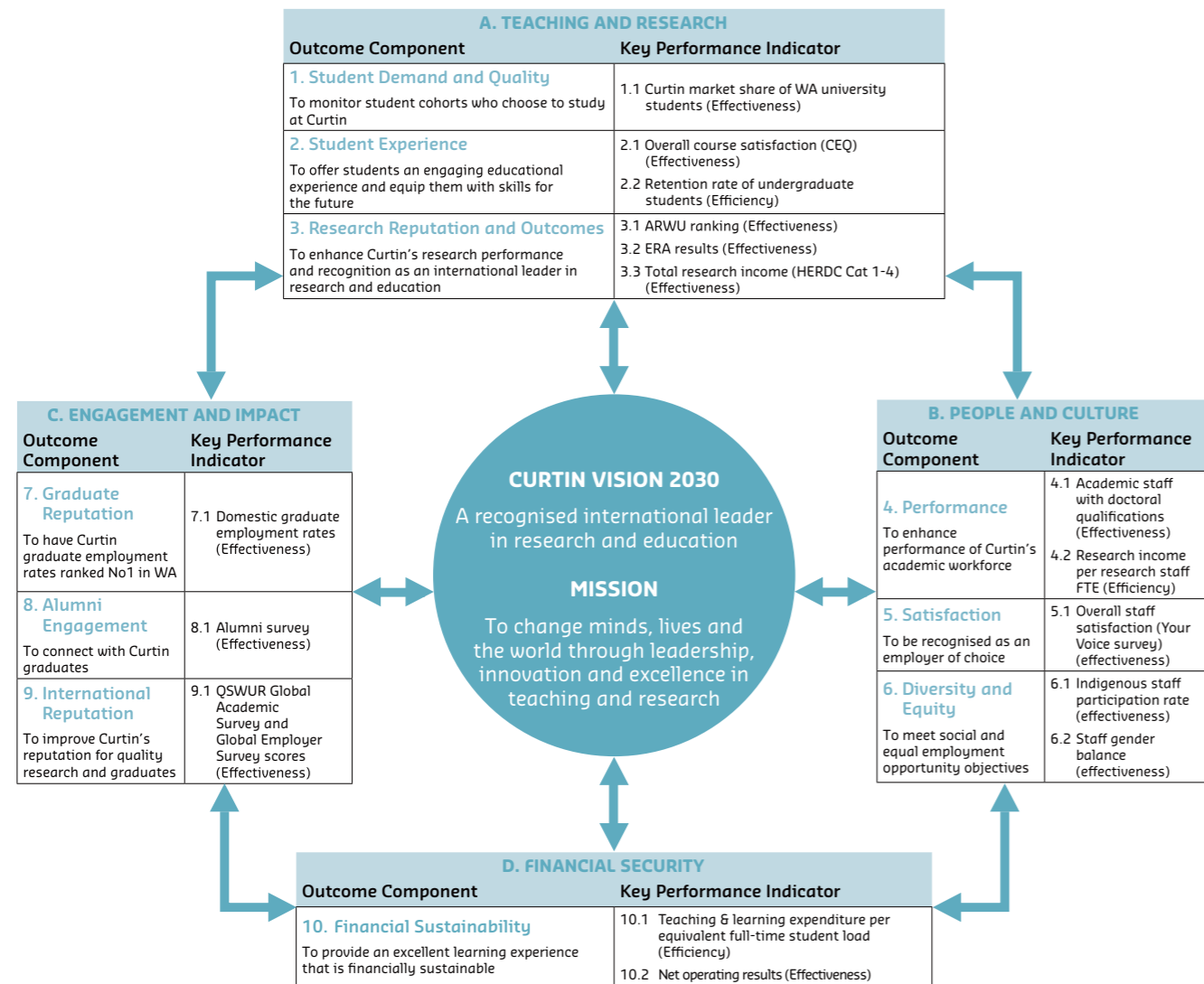
On behalf of the University Council

Dated this 22nd day of March 2017

# CURTIN ANNUAL REPORT 2016 KEY PERFORMANCE INDICATORS

Curtin’s mission statement: *To change minds, lives and the world through leadership, innovation and excellence in teaching and research* reflects the University’s purpose and overarching outcome. To achieve its mission, the University assesses performance across a series of outcome components and key performance indicators related to: demand for Curtin courses, experience of its students and the reputation of its graduates; research outputs; performance of its academic workforce; and the efficiency of its teaching and learning activities. These are set out in a balanced scorecard framework over four interdependent themes to provide a holistic and balanced view of the University’s performance. The selection of indicators reflect those that are designed to demonstrate progress towards achieving targets as outlined in the Curtin Strategic Plan (2013-2017) and Enabling Plans. Performance indicators are classified as either *effectiveness* or *efficiency*.

A summary of the Outcome Components and Key Performance Indicators is presented below:



## A. TEACHING AND RESEARCH

### Outcome Component: 1. Student Demand and Quality

Monitoring the market share of total commencements provides an assessment of strength of student demand across all student cohorts. Tertiary Institutions Service Centre (TISC) first preferences indicate WA domestic student demand for Curtin undergraduate courses and the share of high Australian Tertiary Admission Rank (ATAR) (above 95%) enrolment indicates the calibre of domestic undergraduate students enrolling into Curtin courses. Taken together, the measures reflect the value and reputation of Curtin courses in the WA university sector.

### Key Performance Indicator: 1.1 Curtin market share of WA university students – commencing enrolments and TISC domestic undergraduate applicants

**Classification:** Effectiveness measure

**Benchmark gauge:** Comparison of Curtin’s market share against previous years reflects the growth/changes in demand for Curtin courses and the quality of its domestic undergraduate students.

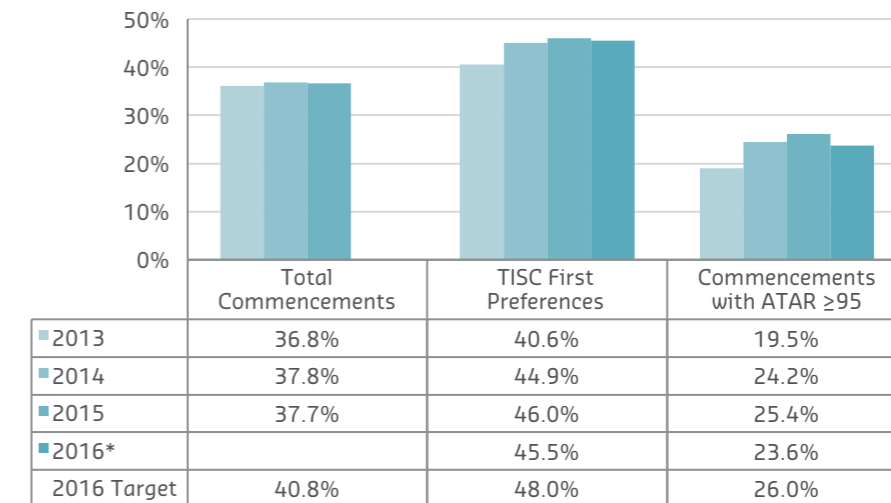
**Total Commencements** is the per cent of all commencing students (undergraduates, postgraduates and others) enrolled at one of the five universities in Western Australia as measured with data published by the Department of Education and Training (DET), Canberra.

**TISC First Preferences** measure Curtin market share in first preferences received through the TISC. TISC is operated by the four major public universities in Western Australia to facilitate domestic undergraduate applications. The University of Notre Dame (UND) is a private institution and hence does not utilise TISC but considers direct entry for all student applications.

**Commencements with ATAR ≥95** is the per cent of TISC and non-TISC (UND) applicants with a high ATAR score (≥95) that enrolled at one of the five major universities in Western Australia. An imputed enrolment is calculated for the University of Notre Dame based on the TISC application data.

Performance in 2016 has fallen short of target and 2015 performance. Curtin has been approaching market share saturation and growth in market share is showing signs of slowing. Initiatives launched in 2016, such as the Curtin Medical School, are expected to enhance market share outcomes. Data for 2016 Total Commencements is not yet available.

Curtin Market Share of WA University Students



\*Benchmark data for 2016 are not available for Total Commencements due to timing of data collection and release by DET.



Teaching and Research (continued)

Outcome Component: 2. Student Experience

As a destination of choice for students, Curtin is committed to offering an educational experience that is richly interactive, engaging and fully prepares students for the complex environments they will live and work in.

Student satisfaction with courses provides insight into the quality of the student experience. Minimising the attrition of students, as measured through student retention, allows the University to optimise its student load and revenue base and ensures students can fulfil their ambitions to obtain a University qualification.

Key Performance Indicator: 2.1 Overall course satisfaction (CEQ)

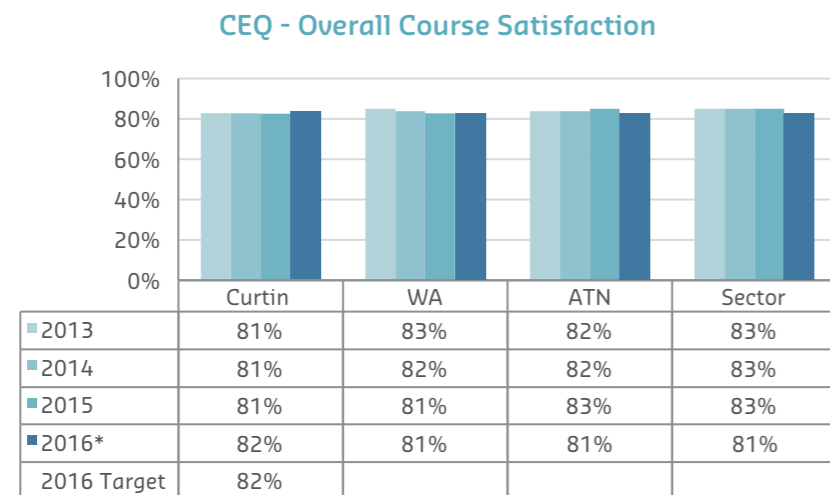
Classification: Effectiveness measure

Benchmark gauge: Course Experience Questionnaire (CEQ) data on WA universities, Australian Technology Network (ATN) universities and the Higher Education sector.

The CEQ collects information on graduates' opinions (both undergraduate and postgraduate coursework) of their course approximately four months after course completion. Overall satisfaction is derived from a single item "Overall, I was satisfied with the quality of this course". Per cent agreement (%) reflects the proportion of "Agree" or "Strongly Agree" responses.

The 2016 CEQ measure is sourced from the 2016 Graduate Outcomes Survey (GOS), a national survey funded by the Australian Government Department of Education and Training (DET) and replaces its forerunner - the Australian Graduate Survey (AGS). The GOS is administered centrally by the Social Research Centre, and data is collected entirely online. While the CEQ questions have remained the same between the GOS and the AGS, the rest of the general survey instrument and data collection method is markedly different, thus 2016 results are not directly comparable to 2013-2015 results. Further information is available from [education.gov.au/upholding-quality-quality-indicators-learning-and-teaching](http://education.gov.au/upholding-quality-quality-indicators-learning-and-teaching).

The 2016 score of 82 per cent matches the target set and is above sector.



Note: 2013-2015 results derived from the Australian Graduate Survey data (which includes the CEQ); representing the views of those who completed their course between 2012 and 2014. This data was sourced from Graduate Careers Australia. 2016\* results are derived from the Graduate Outcome Survey (GOS) data (which includes the CEQ); representing the views of those who completed their course in 2015. Due to changes in the survey instrument and data collection method, 2016 results are not directly comparable to historical figures. In 2016 the number of Curtin survey respondents was 3,414, the population size was 8,462, and the response rate was 40.3 per cent. The margin of error was 1.3 at a 95% confidence level.

Teaching and Research (continued)

Key Performance Indicator: 2.2 Retention of undergraduate students

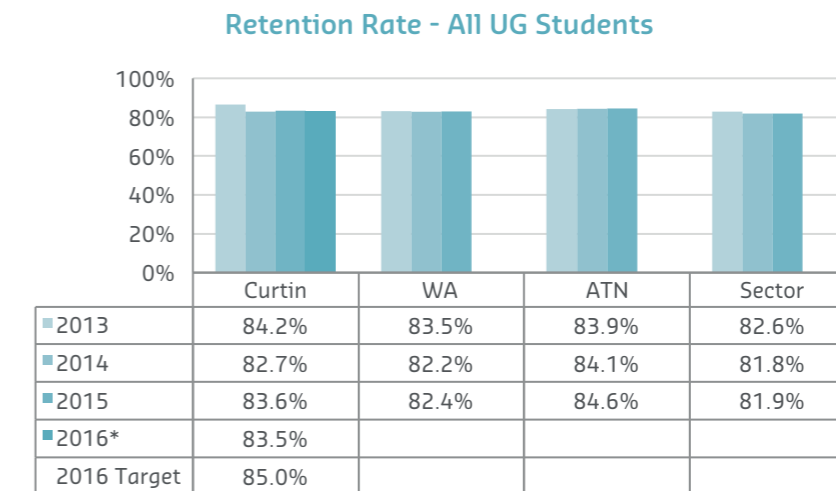
Classification: Efficiency measure

Benchmark gauge: WA universities and Higher Education sector retention rates sourced from DET.

Resources devoted to teaching students during a year are more efficiently expended if students return to their studies in the following year.

Retention rates are affected by a multitude of factors including a student's personal circumstances. Targets for retention rates are set to be equal or above the WA universities and Higher Education sector averages to ensure Curtin's performance remains at an acceptable level.

Retention rate of undergraduate students in 2016 is below the University's target but ahead of WA and sector for historic years. Initiatives to address retention rate issues are in place and are expected to influence performance over the coming years.



\*Benchmark data for 2016 are not available due to timing of data collection and release by DET. Curtin 2016 retention rate is derived using internal systems.

### Teaching and Research (continued)

#### Outcome Component: 3. Research Reputation and Outcomes

To be a leading international university, Curtin must have strong research performance.

The prestige of being ranked within the Academic Ranking of World Universities (ARWU) and Excellence in Research Australia (ERA) provides significant research, partnership and marketing opportunities. The measures reflect credible, external evaluations. Research income is an indicator of the University's ability to attract research funding in a competitive environment and provides a proxy measure for national and international research reputation.

#### Key Performance Indicator: 3.1 The Academic Ranking of World Universities (ARWU) ranking

**Classification:** Effectiveness measure

**Benchmark gauge:** ARWU ranking data by Centre for World-Class Universities of Shanghai Ranking Consultancy. Rise in rank indicates the progress of Curtin in attaining leadership in research and education.

The ARWU uses six objective indicators to rank world universities, including the number of alumni and staff winning Nobel Prizes and Fields Medals, the number of highly cited researchers selected by Thomson Reuters, the number of papers published in *Nature* and *Science* journals, the number of papers indexed in Science Citation Index-Expanded and Social Science Citation Index, and the per capita academic performance of an institution. More than 1,200 universities are ranked by ARWU and the best 500 are published on the web.

Curtin is estimated to rank 211 in the world in 2016, a very significant improvement in rank. Among the Australian universities, it has obtained a position in the top 10 nationally.

#### ARWU Ranking

	2013	2014	2015	2016	2016 Target
<b>World Rank</b>	401-500	301-400	201-300	201-300	250-280
<b>Estimated World Rank</b>	427=	303=	270	211	
<b>National Rank</b>	17-19	10-18	9-11	9-14	10-16
<b>Estimated National Rank</b>	17=	10=	11	10	

*Note: 2013-2016 estimated ranks are calculated by Curtin's Office of Strategy and Planning using publicly available scores and a factored calculation.*

### Teaching and Research (continued)

#### Key Performance Indicator: 3.2 Excellence in Research for Australia (ERA) results

**Classification:** Effectiveness measure

**Benchmark gauge:** ERA rating by the Australian Research Council (ARC). Comparison with previous years' ratings reflects progress and development of research at Curtin.

ERA is Australia's national research evaluation framework. It provides a comprehensive quality evaluation of all research produced in Australian universities against national and international benchmarks. ERA is based on expert review informed by a range of indicators and metrics with ratings assigned using Field of Research (FoR) codes within an institution based on the Australia and New Zealand Standard Classification. Data for ERA is submitted at the four-digit FoR level which categorises a broad subject area or research discipline at a more detailed level.

There is no ERA rating in 2016, the next round will be conducted in 2018. In 2015, Curtin was assessed on 50 four-digit level FoRs and awarded '5s' (well-above world-standard) for 9 fields and '4s' (above world standard) for 17 fields, the top two of a five-point rating scale. Curtin met and exceeded its set targets for 2015 ERA outcomes.

#### ERA Results

	2010	2012	2015	2015 Target
<b>5s</b>	2	2	9	4
<b>4s</b>	5	12	17	16

*Note: The ERA process is conducted every 3 years. A pilot round was held in 2010.*

#### Key Performance Indicator: 3.3 Total research income (HERDC Cat 1-4)

**Classification:** Effectiveness measure

**Benchmark gauge:** Australian Technology Network (ATN) Universities and All Australian Universities National Rank sourced from DET higher education research data collection (HERDC) data.

Research income consists of four HERDC categories:

- Category 1 - Australian Competitive Grants
- Category 2 - Other Public Sector Funds
- Category 3 - Industry and Other Funds
- Category 4 - Cooperative Research Centre Funds

Curtin has set a target to increase research income by 100 per cent over 2013-2017 in order to secure its position as a top 10 university in Australia.

Research performance outcomes are being targeted through strategic support for grant proposals, recruitment of high performing researchers, and improved success in ARC fellowship and grant programs. These strategies are delivering improved research income performance.

As the DET data are reported with a year lag, benchmark data is only available up to 2015. In that year, Curtin's research income was above the average ATN universities and continued to rank 12th among 41 Australian universities.

#### Total Research Income (HERDC Cat 1-4)

	2013	2014	2015	2015 Target	2016 target
<b>Curtin*</b>	\$72.4m	\$80.5m	\$87.5m	\$83.0m	\$90.0m
<b>Average ATN Universities*</b>	\$65.2m	\$70.5m	\$73.1m		
<b>All Australian Universities Rank*</b>	12	12	12		

*\*Data for 2016 are not available due to timing of data collection and release by DET.*



## B. PEOPLE AND CULTURE

### Outcome Component: 4. Performance

To improve student experience and Curtin’s research performance, the University is focused on improving the performance of its academic workforce. Academic staff qualifications are a significant lead indicator of Curtin’s capacity to achieve its strategic goals in teaching and research.

To be a leading international university Curtin must have strong research cohort. The University’s ability to attract research funding in a competitive environment and performance of the research cohort is measured by research income per research full time equivalent (FTE).

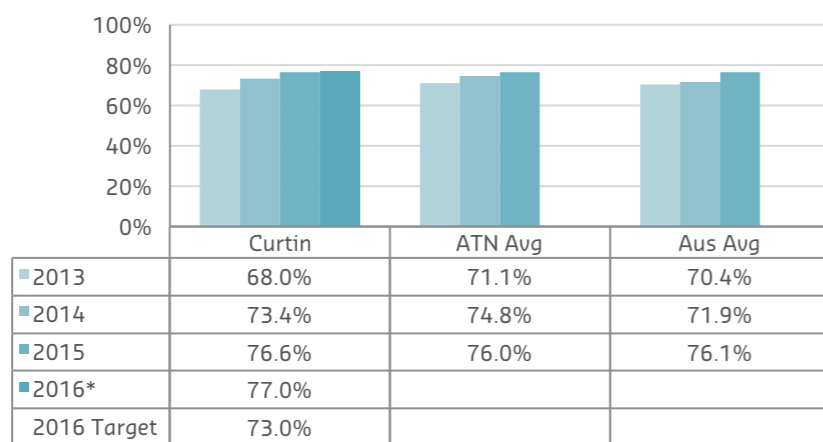
#### Key Performance Indicator: 4.1 Academic staff with doctoral qualifications

**Classification:** Effectiveness measure

**Benchmark gauge:** ATN and Australian sector averages are calculated based on universities that participate in the HR Benchmarking Program compiled by the Australian Higher Education Industrial Association (AHEIA).

Curtin’s percentage of academic staff with doctoral qualifications in 2016 of 77.0% has exceeded target and benchmark figures for prior year. Benchmark data for 2016 are not published yet.

Academic Staff with Doctoral Qualifications



\*Benchmark data for 2016 are not available due to timing of data collection and release by AHEIA. Curtin 2016 percentage is derived using internal systems.  
Note: Data for Curtin and benchmarks are sourced from the latest report provided by AHEIA

### People and Culture (continued)

#### Key Performance Indicator: 4.2 Research income per research staff FTE

**Classification:** Efficiency measure

**Benchmark gauge:** ATN and Australian universities figures derived from DET HERDC publication.

Increased productivity is being addressed through targeting of higher value research grants and contracts, and timely contract management through the Office of Research and Development.

Research Income comprises HERDC income (categories 1-4) and the research cohort consists of staff FTE who perform the functions of “research” or “teaching and research,” in academic or professional roles. In 2015, there has been a 19 per cent growth in research income per research FTE and the target is met. Curtin is ahead of the ATN average and its national rank has improved.

Research Income (HERDC Cat 1-4) per Research Staff FTE

	2013	2014	2015	2015 Target	2016 Target
<b>Curtin*</b>	\$63,860	\$71,328	\$84,592	\$80,150	\$93,775
<b>Average ATN Universities*</b>	\$56,460	\$61,269	\$63,182		
<b>National Rank*</b>	16	13	11		

\*Data for 2016 are not available due to timing of research income data and staff data collections and release by DET.

### Outcome Component: 5. Satisfaction

Curtin has adopted a staff satisfaction target that takes it towards being recognised as an employer of choice. The University actively seeks feedback from staff through the *YourVoice* Staff Satisfaction Survey.

#### Key Performance Indicator: 5.1 Overall staff satisfaction (*YourVoice* survey)

**Classification:** Effectiveness measure

**Benchmark gauge:** “ATN and Group of Eight (Go8); “All Universities” and “All Industries” data compiled by the Voice Project Agency that conducted this survey for Curtin. The Go8 is an alliance of eight research-intensive Australian universities.

The *YourVoice* survey is conducted biennially and the indicator is derived from the mean of responses to three statements: “My work gives me a feeling of personal accomplishment”; “I like the kind of work I do” and “Overall, I am satisfied with my job”.

2016 results are not available as there was no survey conducted in 2016. However the survey has been scheduled to March 2017 so as to ensure that the results can be fully disseminated and acted upon within the calendar year; also the March date will provide sufficient time to facilitate the involvement of staff at Curtin’s offshore campuses. Results for this measure will be reported to University Council in 2017.

The latest available result is from the 2014 survey and the satisfaction outcome of 82 per cent exceeded target and also met/exceeded two out of three benchmark results.

Your Voice – Job Satisfaction (% Fav)

	2010	2012	2014	2016	2016 Target
<b>Curtin</b>	79%	80%	82%	na	80%
<b>ATN and Go8*</b>	na	na	83%	na	
<b>All Universities</b>	79%	80%	82%	na	
<b>All Industry</b>	69%	69%	70%	na	

\*Data for ATN and Go8 is a new comparison category from 2014. In 2014 the number of survey responses was 2,920, the population size was 4,357 and the response rate was 67 per cent. The margin of error was 1.0 at a 95% confidence level. In 2010 and 2012, only continuing and fixed-term staff were surveyed. In 2014, professional casual staff and academic sessional staff were also included in the survey.

People and Culture (continued)

Outcome Component: 6. Diversity and Equity

Increased participation of indigenous people in the workforce is a key objective of the University and aligns to the Curtin Reconciliation and Action Plan. Increased participation of female staff in the workforce is part of the University’s Equal Employment Opportunity Management Plan.

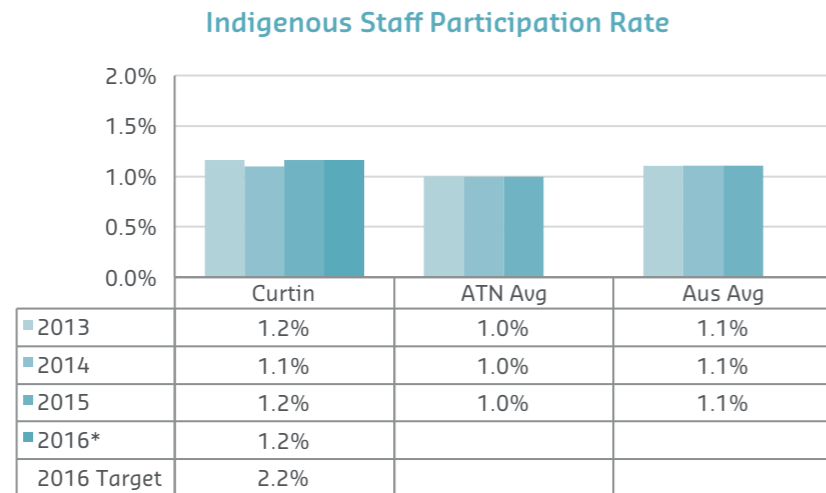
Key Performance Indicator: 6.1 Indigenous staff participation rate

Classification: Effectiveness measure

Benchmark gauge: ATN and Australian averages published by the Australian Higher Education Industrial Association.

The Indigenous participation rate is the proportion of all staff, both academic and general, who are in continuing and fixed-term employment and who have identified as Indigenous (of Aboriginal and/or Torres Strait Islander descent).

Indigenous participation rate of 1.2 per cent in 2016 did not meet target but it is slightly higher than benchmarks of prior year. Work will continue during 2017 to enhance the performance on this measure. Enhancing Indigenous staff participation continues to be an important and longer term goal of the University.



\*Benchmark data for 2016 are not available due to timing of data collection and release by AHEIA. Curtin 2016 percentage is derived using internal systems.

People and Culture (continued)

Key Performance Indicator: 6.2 Staff gender balance

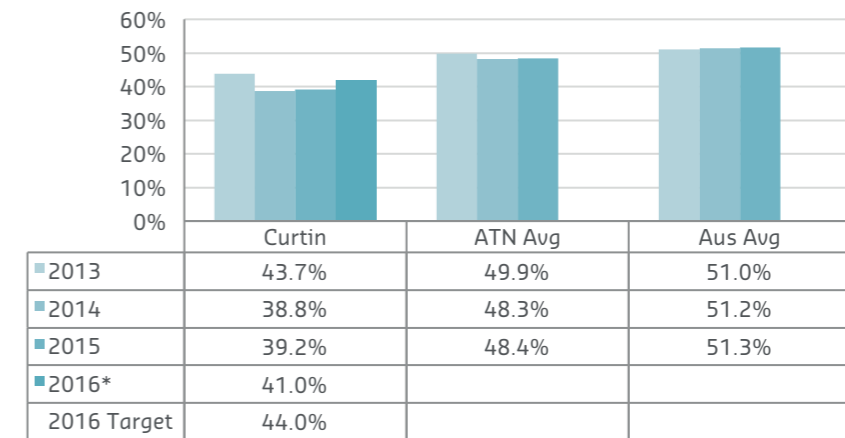
Classification: Effectiveness measure

Benchmark gauge: ATN and Australian averages published by the Australian Higher Education Industrial Association.

Staff gender balance is measured by the proportion of full-time equivalent (FTE) female staff in senior positions, those who are in professional “Higher Education Worker (HEW) level ≥10” and “Academic Level E (ALE)” positions.

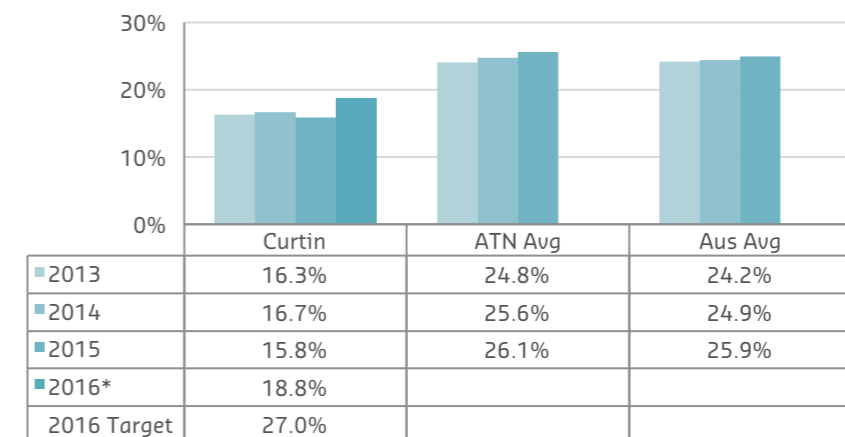
Curtin’s outcomes in 2016 for both categories of female staff have improved when compared to the previous year, however are below the University target and below the benchmarks of ATN and all Australian universities. Strategies in place are showing positive results in 2016. These strategies will guide Curtin in achieving its longer term target of 44.0% in the future.

Females in Professional HEW ≥10 Positions



\*Benchmark data for 2016 are not available due to timing of data collection and release by AHEIA. Curtin 2016 percentage is derived using internal systems.

Females in Academic ALE Positions



\*Benchmark data for 2016 are not available due to timing of data collection and release by AHEIA. Curtin 2016 percentage is derived using internal systems.

## C. ENGAGEMENT AND IMPACT

### Outcome Component: 7. Graduate Reputation

Curtin aspires to have the highest graduate employment rates in Western Australia. The vision for Teaching and Learning is to be 'sought after by students' and 'sought after by employers'. Measuring the employment rate of graduates indicates the reputation of Curtin graduates with industry as well as a secondary measure of Curtin's reputation. It should be noted that graduate employment rates are affected by external factors such as economic conditions and labour market cycles.

#### Key Performance Indicator: 7.1 Domestic graduate employment rates

**Classification:** Effectiveness measure

**Benchmark gauge:** National Graduate Destination Survey Ranking (institutions with >300 survey respondents) published by Graduate Careers Australia.

As with the CEQ measure, the 2016 employment rate is sourced from the Graduate Outcomes Survey (GOS), while the 2013-2015 results has been sourced from the Australian Graduate Survey (AGS). Although the GOS and its forerunner the AGS both collect labour market outcome information, the data collection method and labour market questions are different. Consequently, 2016 forms a new time series and is not directly comparable to 2013-2015 results. Further information is available from [education.gov.au/upholding-quality-quality-indicators-learning-and-teaching](http://education.gov.au/upholding-quality-quality-indicators-learning-and-teaching).

Results show that Curtin's domestic graduate employment rate, including casual employment, is 88.6 per cent in 2016. Curtin ranks 3rd within Western Australia and 23rd nationally.

#### Domestic Graduate Employment Rates

	2013	2014	2015	2016*	2016 Target
<b>Curtin Employment Rate</b>	91.8%	88.80%	89.3%	88.6%	
<b>National Employment Rate</b>	90.6%	90.2%	90.3%	88.7%	
<b>Western Australian Ranking</b>	2=	3	4	3	2
<b>National Ranking</b>	13 (n=42)	30 (n=42)	33 (n=39)	23 (n=38)	

*Note: 2013-2015 results derived from Graduate Destinations Survey (GDS 2013-15) data; representing the views of those who completed their course between 2012 and 2014.*

*\* 2016 results are derived from Graduate Outcome Survey (GOS 2016) data; representing the views of those who completed their course in 2015.*

*Due to changes in the survey instrument and data collection method, 2016 results are not directly comparable to historical figures.*

*In 2016, the number of domestic Curtin survey respondents was 2,977, the domestic Curtin graduate population size was 6,433, and the response rate was 46.3 per cent. The margin of error was 1.32 at a 95% confidence level.*

### Outcome Component: 8. Alumni Engagement

Maintaining relationships with Alumni supports advocacy for the University and ensures global Alumni networks are fostered. The annual Alumni survey measures the affinity of Alumni towards Curtin using a Net Promoter Score (NPS).

#### Key Performance Indicator: 8.1 Alumni survey

**Classification:** Effectiveness measure

**Benchmark gauge:** Since this is an internal survey, there is no comparable benchmark.

As part of the annual Curtin Alumni Survey, alumni are asked to rate the question "How likely would you be to recommend Curtin as a university to your family, colleagues or friends?" on a 0-10 likelihood scale. Responses are grouped according to their score on a scale of 0-10: Promoters (9-10); Passives (7-8); and Detractors (0-6). The NPS is then derived by taking the percentage of Detractors from the percentage of Promoters.

2016 results are not available. Work is currently underway to develop a more robust Alumni engagement measure for the Strategic Plan 2017-2020. For this reason, a decision was made not to undertake the 2016 Alumni Survey.

In 2015, NPS of 48 shows a noticeable increase compared to previous years and has exceeded target.

### Engagement and Impact (continued)

#### Net Promoter Score (NPS) of the Curtin Alumni Survey Results

	2013			2014			2015			2016		
	n	Positive (7-10)*	NPS	n	Positive (7-10)*	NPS	n	Positive (7-10)*	NPS	n	Positive (7-10)*	NPS
<b>Actual</b>	906	85%	28	1,164	92%	42	2,820	91%	48	na	na	na
<b>Target</b>						28			29			na

*Note: In 2015, the number of responses was 2,820, the population size was 84,956\*\*, and the response rate was 3.3 per cent. The margin of error was 1.04 at a 95% confidence level.*

*\* Proportion of respondents who gave the question a rating of 7, 8, 9 or 10.*

*\*\* The population only includes Alumni for which Curtin has current contact details. A significant proportion of Alumni who graduated prior to 2000 are not included in the population as Curtin does not have current email addresses for these graduates.*

### Outcome Component: 9. International Reputation

Curtin aims to grow its reputation for quality research and graduates. Improving academic and employer survey scores in comparison to other Australian universities will demonstrate the University's increased performance in the higher education and industry sectors.

#### Key Performance Indicator: 9.1 QSWUR Global Academic Survey and Global Employer Survey scores

**Classification:** Effectiveness measure

**Benchmark gauge:** Comparison with all Australian universities in the QSWUR survey ranks.

The QS World University Ranking (QSWUR) uses responses from two global surveys as part of their ranking metrics. The Global Academic Survey is the basis for the Academic Reputation indicator, worth 40% of an institution's total score, and the Global Employer Survey is the basis for the Employer Reputation indicator, worth 10% of an institution's total score.

In 2016, Curtin ranks 17th among Australian universities in the Academic Survey and has failed to meet target. For the Global Employer Survey, Curtin's 16th position is one below target. A total of 35 Australian universities were ranked in QSWUR in 2016.

#### Curtin Rank in Australia in the QSWUR Global Academic Survey and Global Employer Survey Scores

	2013	2014	2015	2016	2016 Target
<b>Academic</b>	14	16	15	17	14
<b>Employer</b>	14	17	17	16	15



## D. FINANCIAL SECURITY

### Outcome Component: 10. Financial Sustainability

To provide an excellent learning experience that is financially sustainable.

#### Key Performance Indicator: 10.1 Teaching and learning (T&L) expenditure per equivalent full-time student load (EFTSL)

**Classification:** Efficiency measure

**Benchmark gauge:** This indicator is an internal measure and there is no comparable data for benchmarking.

Due to the changing nature of business models for course delivery, e.g. development of Massive Open Online Courses (MOOCs) and other online offerings, a target for this measure has not been set.

T&L expenditure relates to the teaching of Curtin's programs. Utilising the measure of average cost of teaching per EFTSL provides an indicator of efficiency. It is important to note that average expenditure per EFTSL is largely dependent on the mix of disciplines taught by an institution. Curtin's high representation of laboratory-based courses raises relative service delivery costs, as does the delivery of regional higher education programs in locations such as Kalgoorlie and Margaret River.

#### Teaching and Learning Expenditure per Student EFTSL

	2013	2014	2015	2016
<b>T&amp;L Expenditure (\$'000)</b>	\$605,914	\$627,778	\$639,978	\$633,110
<b>EFTSL</b>	38,056	38,525	38,506	37,537
<b>T&amp;L Expenditure per EFTSL</b>	\$15,922	\$16,295	\$16,620	\$16,866

#### Key Performance Indicator: 10.2 Net operating results

**Classification:** Effectiveness measure

**Benchmark gauge:** This indicator is an internal measure and there is no comparable data for benchmarking. No targets have been published due to the commercially sensitive nature of this measure.

Net Operating Result (revenue minus expenses from continuing operations) is the key measure of Curtin's financial sustainability. The University aims to maintain a net operating surplus in order to retain reserves for investment in development and to buffer against financial volatility.

#### Net Operating Results (dollars and percentage of total revenue)

	2013	2014	2015	2016
<b>Net Operating Result (\$'m)</b>	\$62.4	\$49.7	\$62.0	\$38.1
<b>Percentage of total revenue from continuing operations</b>	7.3%	5.6%	6.8%	4.2%

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