



Curtin University



ANNUAL REPORT 2017

Western Australia | Malaysia | Singapore | Dubai

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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

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2017 ANNUAL REPORT



Curtin students, staff and alumni celebrated 50 Years of Innovation in 2017. A number of events helped us reflect on our rich history, celebrate our journey to becoming a global university and look forward to a world of opportunities ahead.

Cover image:

1. Nicknamed 'Kip', Curtin's driverless bus is helping researchers better understand public confidence in autonomous technology.
2. Dubai, UAE. Curtin's newest offshore campus, Curtin Dubai, opened in September. Classes commence January 2018.
3. Director of the John Curtin Gallery Chris Malcolm, sculptor and WAIT alumna Anne Neil and the Hon. Michael Mischin MLC, with Murrumbidgee, at Cottesloe Beach, where it was exhibited as part of Sculpture by the Sea 2017. The sculpture was gifted to Curtin to mark '50 years of innovation' in 2017.



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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 for the year ending 31 December 2017.

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

Yours sincerely



Colin Beckett
Chancellor



Professor Deborah Terry AO
Vice-Chancellor

On behalf of the University Council dated this 21st day of March 2018

ABOUT CURTIN

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 a number of sites in the city of Perth as well as a regional campus in Kalgoorlie. Curtin also has campuses in Malaysia, Singapore and Dubai.

From 2018, 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 Business and Law**
 - Curtin Law School
 - School of Accounting
 - School of Economics and Finance
 - School of Management
 - School of Marketing
- **Faculty of Health Sciences**
 - Curtin Medical School
 - School of Nursing, Midwifery and Paramedicine
 - School of Occupational Therapy, Social Work and Speech Pathology
 - School of Pharmacy and Biomedical Science
 - School of Physiotherapy and Exercise Science
 - School of Psychology
 - School of Public Health
- **Faculty of Humanities**
 - School of Design and the Built Environment
 - School of Education
 - School of Media, Creative Arts and Social Inquiry
- **Faculty of Science and Engineering**
 - School of Civil and Mechanical Engineering
 - School of Earth and Planetary Sciences
 - School of Electrical Engineering, Computing and Mathematical Sciences
 - School of Molecular and Life Sciences
 - WA School of Mines: Minerals, Energy and Chemical Engineering
- **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.

It 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 sought after by employers, with skills that enable them to make a genuine and positive influence in a continuously changing world.

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

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

CURTIN LOCATIONS



BENTLEY

Kent Street,
BENTLEY WA 6102

Postal address:
GPO Box U1987, PERTH WA 6845
curtin.edu.au



PERTH CITY

Curtin Graduate School of Business
78 Murray Street,
PERTH WA 6000



PERTH CITY

Curtin Law School
57 Murray Street,
PERTH WA 6000



PERTH CITY

Curtin University St Georges Terrace
139 St Georges Terrace,
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



SINGAPORE

Curtin Singapore
90 and 92 Jalan Rajah,
SINGAPORE 329162
curtin.edu.sg



DUBAI

Curtin Dubai
Block 11, 4th floor,
Dubai International Academic City,
DUBAI
curtindubai.ac.ae

CHANCELLOR'S FOREWORD

I am proud that in our fiftieth year as an institution, we were placed within the top one per cent of the world's universities in the Academic Ranking of World Universities. This outstanding outcome is a result of the five-year strategic direction we established in 2013. I acknowledge the leadership of the Vice-Chancellor and the contribution of all staff in achieving this high ranking and many other important goals.

Curtin was also ranked second in the world for Mineral and Mining Engineering in the 2017 QS World University Rankings by Subject. This achievement saw us move up 17 places from last year, and makes us the highest ranked and best university in Australia to study courses in this area. Congratulations to the Curtin WA School of Mines which has forged a long-standing reputation as a world leader in mining education.

In 2017, Curtin also became the university of choice for 51 per cent of Western Australian school leavers. This is a remarkable achievement.

I have previously commented on the Federal Government approval in 2014 for a new medical school. In 2017 we welcomed our first cohort of 60 medical students with the official opening of the Curtin Medical School. The new five-year Bachelor of Medicine, Bachelor of Surgery degree will enable graduates to meet the needs of currently under-served areas of health care, particularly in regional and remote areas of Western Australia. It is the only undergraduate entry program available in the state, and is part of Curtin's vision to create highly competent doctors who can work effectively in an interprofessional environment.

Our international strategy has been radically changed to a global one built on alliances with other universities overseas and with offshore Curtin campuses, which are fully engaged with our WA campuses at Bentley and Kalgoorlie and with each other.

Early in 2017 we established an alliance with Scotland's historic University of Aberdeen, which will deliver industry-aligned research and innovative teaching programs spanning the areas of energy, medicine and health, creative arts and business. The Aberdeen-Curtin Alliance will leverage the strength of both universities to help solve global problems, and will also create opportunities for student and staff exchange.

In September, we officially opened our third offshore campus in Dubai, which will attract students from the Middle East, the Indian Sub-Continent, Africa and Central Asia, and offer degree programs in business, sciences and humanities from January 2018. Establishing our presence in the region will also provide an opportunity for Curtin to develop collaborative research centres with key industry and international university partners in areas of strategic interest.



Our next global expansion is planned for 2018 with the opening of our fourth offshore campus, Curtin Mauritius. This expansion will further strengthen Curtin's presence along the Indian Ocean rim, and allow us to enhance an already significant partnership with the Charles Telfair Institute, where Curtin has been delivering internationally-recognised courses since 2004.

Curtin has a large onshore international student cohort but the desirability of Perth as a study destination has declined compared to universities in the eastern states. Although most students intend to return home after finishing their studies, the option to stay and work is considered important when they select where to study. Compared to the eastern states, students understand there are more barriers to being able to stay on and work in WA after completing studies. These barriers need to be further addressed by the State Government.

Student accommodation is a key issue for international and domestic students, particularly those from remote and rural areas. At our Bentley Campus, Greater Curtin Stage One is taking shape at the northern end of campus. The completion of two streetscapes and preparation for the new 80-route bus interchange are the latest developments in the project, including 2,000 new student beds, that will ultimately transform the University into an urbanised education and research hub that connects industry, business and community.

As we move beyond our fiftieth year, we and the higher education sector will have challenges to address. The political debate over the last three years on the funding of universities has created financial uncertainty and perhaps more disappointingly, a war of words in which the value of a university education has been simplified to a discounted cash flow analysis of the upfront costs for a degree versus the expectation of enhanced earnings.

What has been missing in this debate is the value of being able to fulfil potential, to contribute more to society, to be more self-sufficient, to lead a more healthy life, and so on. Since all tax payers contribute to student education funding (through Commonwealth supported places) and students also contribute, Curtin will seek to change the narrative away from just dollars and cents to the full value of a university education. This used to be well understood, but not now, it seems.

For Curtin, 2017 was a dynamic and wonderful year. I wish to emphasise the outstanding leadership of our Vice-Chancellor Professor Deborah Terry AO during the year, in which she and the university reached out to ensure all the university's stakeholders were engaged in celebrating this important anniversary.

Thank you and farewell to the Council members who departed in 2017: Dr Michael Stanford, Mr Kim Bridge, Professor Dale Pinto and Ms Noni Elliott Hobbs. Dr Vanessa Guthrie and Mr Sebastian Davies-Slate joined Council in April, and I extend a warm welcome to them. I thank all my fellow Council members for their contribution and support to the University.

I am confident we will achieve more great outcomes in 2018.

Colin Beckett
Chancellor

VICE-CHANCELLOR'S REPORT

Our anniversary events throughout 2017 were an opportunity to engage with our alumni and partners, and reflect on the many contributions WAIT/Curtin has made to Western Australia and the world over the past five decades.

Highlights included a staff celebration event that brought together our colleagues from Kalgoorlie, Singapore and Malaysia via a live video link, the *50 Years: Our Stories* exhibition at John Curtin Gallery, a gala dinner with our most valued partners and supporters, a very special alumni achievement awards night, and a unique event in London with our UK-based alumni to help celebrate our half century. I would like to extend a wholehearted thank you to all my colleagues who made 50 Years of Innovation a truly memorable celebration.

The year provided many signs that our future as an institution will be just as bright. Curtin secured more than \$10 million in funding from the Australian Research Council in 2017, which included the University's highest ever number of Discovery Projects (18) totalling \$6.6 million. The projects supported by these grants aim to make a real difference to the lives of people through vital health, Aboriginal children's wellbeing, science, chemistry and engineering research.

One of our longstanding ARC-supported projects – the Murchison Widefield Array (MWA) – reached a major milestone with the completion of Phase Two expansion in November. The expansion, which received \$1 million in ARC support in 2016, saw the construction of 128 new antenna stations, making the telescope ten times more powerful in its exploration of the Universe. It will further inform the design of the Square Kilometre Array, which is set to become the world's most powerful radio telescope.

Of course, the potential of this type of equipment is only realised through the work of our talented researchers. In November, Dr Hurley-Walker from the Curtin Institute of Radio Astronomy was named WA Young Tall Poppy Scientist of the Year for using the MWA to carry out one of the largest surveys of our galaxy, offering astronomers the first 'radio colour' view of the southern sky. Her advocacy work in education and community outreach programs has inspired the broader community with the possibilities of science.

After years of planning, ground was broken on Greater Curtin Stage One. The preferred proponent for the development was appointed and work commenced on a vibrant new transport terminal in the heart of the Bentley Campus. An integral component of Greater Curtin, it will provide an uplift in amenity, economic diversity and transport choice for Curtin and the community.



Financial sustainability remains important for Curtin as we seek to take advantage of opportunities that may arise and continue to invest in learning, the student experience, research, innovation and stakeholder engagement. In that regard, Curtin's 2017 financial results were satisfactory, reflecting a focus on cost management and delivering growth in revenues.

In operational matters, the Curtin University 2017-2020 Strategic Plan came into effect at the start of the year and provides clear direction as we build on our achievements and position as a global leader. To ensure proper alignment with the new plan, the University's faculties were reviewed, resulting in changes to some existing schools and the creation of new schools. The new faculty structure is consistent with the plan's core objectives for teaching, research and engagement and will ensure that Curtin is well-positioned to embrace the challenges of our future operating environment.

A new staff agreement was also finalised, with overwhelming support from staff who voted in November. An application for its formal approval was lodged with the Fair Work Commission in December. The development of the agreement was highly collaborative, involving staff from across the University. Details of the new agreement are available on the Curtin website.

The results of the Your Voice 2017 survey showed that Curtin continues to offer a rich and supportive workplace culture. Overall, the survey revealed very positive results compared to the 2014 survey, with the strongest gains evident in staff engagement and morale, as well as commitment to the University's future direction and pride in Curtin's achievements.

Our dedication to fostering a supportive environment was extended through our active participation in the national *Respect. Now. Always.* campaign – an initiative to address reports of sexual assault and harassment across the Australian tertiary sector. Curtin is continuing to work closely with the Student Guild to address the issues raised by the campaign and to ensure we provide the best support possible for students and staff who have experienced sexual assault and harassment.

In September, Curtin became the first university in Western Australia to achieve accreditation as a White Ribbon Workplace, recognising the University's dedication to providing a safer and more respectful workplace for female staff. This is a very pleasing achievement that acknowledges initiatives spanning resource allocation, communication, HR policy development and training.

It was a privilege to work with such engaged and committed colleagues throughout 2017, and I look forward to seeing the University go from strength to strength in 2018.

Professor Deborah Terry AO
Vice-Chancellor

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.”



VISION, MISSION AND VALUES

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. At 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 2017-2020: DELIVERING EXCELLENCE

An early retirement of Curtin’s Strategic Plan 2013-2017 has allowed for the University to formulate strategies that will secure Curtin’s position in a changing and dynamic market environment.

Development of Curtin’s Strategic Plan 2017-2020 began in late 2015 and concluded with approval from University Council on 14 September 2016 before an official launch in December of that year.

The plan was designed to be accessible and meaningful for all at Curtin and was developed through a highly collaborative process that engaged the University community through consultations with staff, students, leadership teams and external stakeholders.

The previous plan delivered a series of ambitious strategic projects aligned with the plan’s Transformation theme. In the current planning cycle, Curtin will build on the successes of this transformation period to focus on delivering excellence. An updated Vision and Mission consolidates Curtin’s identity and direction.

Additionally, the University will be guided by a new strategic positioning statement, which states that as Curtin heads toward 2020 it will position itself as a leading global university, ensuring that we:

- strengthen our capacity to be future looking
- maintain a focus on excellence in everything we do
- strive to be both industry-facing and industry-embedded
- deepen our well-established culture of innovation
- build life-long connections with an engaged alumni, and
- above all, be led by our values as we support our staff, promote Indigenous reconciliation and contribute to a fairer and more just society for all.

The plan comprises six framework themes and each has a number of strategic objectives that will enable the University to progress towards its strategic aspirations, as detailed below.



LEARNING AND STUDENT EXPERIENCE

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



RESEARCH AND INNOVATION

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



ENGAGEMENT AND IMPACT

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



PEOPLE AND CULTURE

- Create a global, collaborative and connected workforce.
- Empower staff at all levels to lead, innovate and strive for excellence.
- Strengthen values-based leadership.
- Improve gender and Indigenous equity.



GLOBAL POSITIONING

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



SUSTAINABLE FUTURE

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

The plan is enacted at the University level through an enabling plan which contains initiatives for the entire planning cycle as well as the annual ‘plan on a page’ – a list of Curtin’s priorities for the year. Planning with faculties, schools and areas is underway to ensure alignment of activities across all levels of the University.

The University measures its performance on the plan against key performance indicators (KPIs) and regularly reports on progress to Council and Academic Board. This is communicated to staff through themed Academic Board monitoring meetings held throughout the year. The *Report on Performance* section of this report presents Curtin’s major achievements for this year.

REPORT ON PERFORMANCE



STRATEGIC THEME 1: LEARNING AND STUDENT EXPERIENCE



Seven students from Curtin Business School took part in a once-in-a-lifetime, eight-week program at Stanford University, California in 2017.

Delivering a seamless, responsive and innovative digital environment

- Curtin's leadership in **online learning** continued, with more than 20 undergraduate, postgraduate and non-award courses made available in 2017 on the Curtin OUA platform. Over 10,000 students have engaged in Curtin's courses delivered through OUA in 2017.
- Curtin has now developed **12 MOOCs** on the global edX platform, with over 190,000 learners from around the world engaged to date. In 2017, Curtin developed **three MicroMasters programs**: Human Rights, Marketing in a Digital World and the Internet of Things. Curtin is the first Australian edX partner to have MicroMasters graduates.
- The **Curtin Challenge**, a gamified student learning and research tool for individual and team learning in curricular and co-curricular offerings, was enhanced to work with Blackboard and Cisco Spark, and to integrate with edX MOOCs.
- **Student OASIS** was identified as the largest digital engagement point for Curtin students with more than 37 million unique page views.

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

- Curtin students are now eligible for the Stanford International eight-week Honours Program at **Stanford University** in California. Curtin is one of only 22 education institutions across the world to sign such an agreement with Stanford.
- The **Super Cisco Networking Academy** in partnership with the Australian Technology Network (ATN) was launched at Innovation Central Perth at the Bentley Campus. The agreement enables students at the five ATN universities to study digital literacy streams in Cisco Systems' online training program and also facilitates placements for students with Cisco and their partners.

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

- Curtin's focus on strengthening its **postgraduate programs** continued with the discontinuation of underperforming courses and the introduction of nine new postgraduate courses. Enrolments in Curtin OUA postgraduate programs increased by 18 per cent.
- An **evening hub** was created to consolidate after-hours services and make classes at this time more attractive to students.

Leading in curriculum design and new learning and teaching approaches

- A full **review of Curtin's double degree programs** was completed leading to new programs and new combined bachelor/master models being implemented in faculties.
- An extensive consultation period and review resulted in a suite of **contemporary graduate capabilities** that will be implemented in 2019.
- The **Curtin Connect** project was completed, bringing together a range of student services and functions under one roof to enable students to access services and support from across the University into a single, convenient location.
- The library's expanded **Makerspace** launched in November and is being used for a range of innovative learning and research activities linked to academic programs.

Maintaining our reputation as a university of choice for a diverse range of students

- More than 1,000 students undertook the **Uniready enabling program**: 26.3 per cent were students of low socio economic status, including 1.4 per cent identifying as from Aboriginal and Torres Strait Island background, and 8 per cent from regional areas.
- The inaugural **Indigenous Pre-Medicine and Health Sciences program** had 17 successful completions from 18 enrolments.
- The **Curtin Medical School** welcomed its first cohort of 60 students into its new five-year undergraduate medical program.
- In line with Curtin's aim to become a university of choice for high-achieving students, **International Baccalaureate** students choosing to study at Curtin are now eligible for credit for recognised learning.

LOOKING FORWARD

Curtin will continue to deliver on its commitment to provide education that is individually rewarding and memorable, and combines academic rigour with stimulating co-curricular experiences. We will do this by embracing and innovating new technologies and approaches to education, strengthening industry collaboration and maintaining our focus on inclusivity for all students.

REPORT ON PERFORMANCE (CONTINUED)



STRATEGIC THEME 2: RESEARCH AND INNOVATION



Dr Natasha Hurley-Walker was named Western Australian Young Tall Poppy Scientist of the Year 2017 for her research in radio astronomy. Dr Nadim Darwish was also recognised for his work in molecular electronics.

CURTIN WILL DELIVER EXCELLENCE AND IMPACT IN RESEARCH AND INNOVATION.

Supporting, profiling and building scale in key areas of research strength

- In 2017, increased emphasis on improving success rates for competitive research grants garnered positive results. Curtin led or participated in research receiving over \$17 million from the National Health and Medical Research Council in 2017. Curtin also led or participated in grants worth over \$25 million from the Australian Research Council. In the ARC Discovery Program alone, Curtin was awarded more than \$6.6 million for 18 projects, the highest number ever awarded to the University and one of the highest ever success rates of 17.5 per cent. Curtin also participated in the \$30 million ARC Centre of Excellence for All Sky Astrophysics in 3 Dimensions.
- Curtin entered the top 200 (or top one per cent) of universities worldwide in the research-focused **Academic Ranking of World Universities** in 2017, reflecting Curtin's improving reputation as a research-intensive, globally recognised university. The University was ranked second in the world in the field of Mineral and Mining Engineering in the **QS World University Rankings 2017**.
- Research into **space and astronomy** continues to be an area of excellence for Curtin, with strength in major research partnerships with international agencies. The collaboration with Lockheed Martin Space Systems Company will further extend Curtin's Desert Fireball Network's meteorite tracking capability; and Curtin's Desert Fireball Network and the Murchison Widefield Array (MWA) joined forces with US-based Laser Interferometer Gravitational-Wave Observatory (LIGO) and the Virgo detector based in Italy, in a global effort to capture radiation bursts following the rare event of the collision of two neutron stars.

- **Dr Natasha Hurley-Walker** from the Curtin Institute of Radio Astronomy was named Western Australian Young Tall Poppy Scientist of the Year for her research which surveyed the entire southern sky for the Galactic and Extragalactic All-sky MWA (GLEAM) project.
- Curtin established a \$6.7 million research centre to partner with mining companies to apply world-class science to the **rehabilitation of retired mine sites**.
- Curtin will play a key role in the \$160 million **Food Agility Cooperative Research Centre** established to fast-track the digital transformation of Australia's food industry.

Identifying and enabling areas of emerging research capability

- Curtin is working to become a leader in **defence research**, specialising in areas such as electronic warfare, human performance, asset and system availability and maintenance, and geopolitical security strategy. In 2017, Curtin became one of seven universities in Australia to form part of the Human Performance Research network established through the Department of Defence Science and Technology, and the Australian Army. This initial \$4 million investment will bring together expertise to enhance soldiers' performance, physically and cognitively.
- The **Curtin Open Knowledge Initiative (COKI)** is a new strategic research initiative supported by Curtin's Office of Research and Development and the Faculty of Humanities, with additional in-kind support from the Curtin Institute of Computation. COKI is a transdisciplinary research project focused on understanding the role of universities in a global and networked world and supporting research institutions to plan for this future.

- Curtin's emerging strength in environmental DNA continues to grow, with the **Trace and Environmental DNA (TrEnD) Laboratory** increasing its collaborations with external partners in medicine and related disciplines, environmental science and natural resource management. Curtin's research infrastructure and expertise in environmental DNA research techniques and its growing application in various contexts presents Curtin with a huge opportunity to lead the country in this field.

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

- In April 2017, the Deputy Vice-Chancellor, Research (DVCR) released the **Curtin Research Strategy Discussion Paper** to for comment and review. The discussion paper outlined a vision, objectives and initiatives to build Curtin's researcher- and demand-driven research profile through to 2025. This work was underpinned by extensive data analysis of historical research performance across the tertiary sector, in addition to modeling potential outcomes of Curtin's future strategic interventions.
- The DVCR undertook a series of presentations and workshops with Curtin academic and professional staff and higher degree by research students to seek feedback on the discussion paper and to work towards the development and implementation of a Curtin research strategy roadmap in 2018.
- In 2017, Curtin established four **Grant Success Panels** to help researchers to submit high-quality, competitive grant submissions. The Panels undertook a range of quality assurance, mentoring, peer review and other support activities to assist researchers participating in ARC/NHMRC funding rounds in the second half of the year.
- Curtin continued to provide support to high-quality researchers through competitive, internal **Curtin Research Fellowships**. In 2017, over 40 researchers received support under the scheme, with several researchers successfully transitioning from Curtin fellowships to ARC/NHMRC fellowships.

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

- To take digital agriculture to the next level, Curtin University and CSIRO together launched a **postgraduate scholarship program** that aims to train a new generation of big data scientists to support the agriculture industry.
- In 2017 Curtin had more than 1,500 (EFTSL) **higher degree by research students** enrolled, with more than 200 of those students completing their degree.
- Curtin continues to expand the research student experience and opportunities globally through engaging with international universities. An additional seven **collaborative PhD agreements** were entered into in 2017 with a number of countries around the world including China, France, India, Russia and the Netherlands.

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

- **Innovation Central Perth** received its 200th customer and welcomed Data61 as a partner to Cisco and Woodside Energy as it continues to help industry navigate the uncertainty of digital disruption. Innovation Central Perth was a partner in the project which saw Curtin become the first university in Australia to trial a commercial driverless bus.
- Celebrating its fifth year of partnership, the **Bankwest Curtin Economics Centre (BCEC)** released a number of significant reports in 2017 to address issues of significance in Australia and more globally. Of significance was the report on education inequality in Australia which recommends policy and institutional reforms. Locally, the BCEC's Small Business Survey revealed that payment delays from big to small businesses are impacting the vitality and growth prospects of WA's small business community.
- Following the newly opened \$46 million crop disease research facility at Curtin in late 2016, Deputy Prime Minister Barnaby Joyce announced the establishment of a \$5 million **Crop Research Hub** in WA. The hub is a collaboration between Murdoch University, Curtin University and the Department of Primary Industries and Regional Development to improve the efficiency and productivity of crop research in WA, helping to enable new research outcomes to reach growers' paddocks faster than before. In addition, Curtin's partnership with the Muresk Institute will continue to build the capacity of WA's agricultural industries.
- According to the Australia National Survey of Research Commercialisation, Curtin is in the top 15 performing universities in **innovation and commercialisation**.
- Curtin University was named Overall Winner of the **2017 Mitsubishi Corporation WA Innovator of the Year awards**, for research aimed at extending the shelf-life and reducing post-harvest losses in fruit, vegetables and cut flowers.

LOOKING FORWARD

Curtin's research and innovation focus into 2020 will remain concentrated on delivering research strengths through building key areas of research capacity and enabling areas of emerging research capability. By continuing to build partnerships to explore an interdisciplinary approach to research, and expanding our horizons through collaborative PhDs, Curtin's strong research profile will deliver outcomes to benefit the community and the world.

REPORT ON PERFORMANCE (CONTINUED)

STRATEGIC THEME 3:
ENGAGEMENT AND IMPACT

Initially focused on helping communities in rural Western Australia, The John Curtin Weekend now extends to Malaysia and Singapore. More than 600 volunteer students took part in the 2017 John Curtin Weekend – the 18th year of the initiative.

CURTIN WILL MAKE A DIFFERENCE
GLOBALLY THROUGH ENGAGEMENT
AND PARTNERSHIPS.Enriching our local and global communities through
knowledge leadership and collaborative partnerships

- Curtin played an active leadership role in increasing educational opportunities for high school teaching staff and students. Ten metropolitan and regional schools, both public and private, have signed memoranda of understanding with Curtin to join the **Innovative Schools Consortium**, while a further five are under negotiation. In 2017, a new Learning Futures Network was also established to build learning and teaching partnerships across the community.
- More than 600 volunteers participated in the **John Curtin Weekend**, assisting 42 regional and metropolitan communities in Western Australia, Malaysia and Singapore to complete projects critical to the life of their communities.
- In partnership with **Engineering Aid Australia** and their industry partners, Curtin hosted the 8th annual Indigenous Australian Engineering Summer School and 4th Indigenous Australian Engineering Summer School Pathway Program with 20 Indigenous students from Western Australia, South Australia and Northern Territory attending the program.
- The **Curtin AHEAD** team won the 2017 WA Youth Awards Organisational Achievement (large) Award. The Curtin AHEAD team seeks to uncover the potential in people by raising awareness and understanding of the long-term benefits of higher education.
- **The Honourable Julia Gillard** delivered the 2017 John Curtin Prime Ministerial Library Anniversary Lecture to a crowd of more than 1,200 guests, speaking on the topic *Great Reform Requires Courage*.
- The 2017 Annual Human Rights Lecture was delivered by broadcaster, author, academic and musician **Dr Waleed Aly**, entitled *Human Rights, Populism and the Crisis of Meaning*.

Developing and pursuing a clear and sustainable regional
Western Australia strategy

- Curtin continued to strengthen its presence in the **Goldfields-Esperance Region** with more courses now available to be studied at the Kalgoorlie Campus. Students can now enrol in bachelor courses in health sciences, commerce and education. The campus's inaugural Open Day in May and the evening information session in September attracted interest from high schools and community members.
- Curtin announced it will commence offering an Associate Degree in Agribusiness at the **Muresk Institute** in 2019.
- Five **Curtin Indigenous Partnership scholarships** for 2018 study were awarded to year 12 Future Footprints students who completed the program. This is a partnership between students, schools and communities supporting Indigenous students from remote Western Australia attending boarding schools in Perth.

- Eight per cent of students studying Curtin's **Uniready Enabling Program** in 2017 were from regional areas.
- Curtin was named a key partner in the new Federal Government-funded **Kimberley Rural Health Alliance**, led by the University of Notre Dame Australia.
- More broadly, Curtin continues to support students from across regional Western Australia and Australia studying fully online programs, including those offered through **Open Universities Australia**.

REPORT ON PERFORMANCE (CONTINUED)

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

- Curtin continued its involvement with **iPrep**, a consortium of WA universities providing industry internships for research teams of completing doctoral candidates across multiple disciplines. Industry partners range from start-ups and SMEs through to large corporations and government departments, and projects focus on solving authentic workplace problems.
- The **Centre for Crop and Disease Management** received an \$18 million funding extension over three years to build on research to reduce the economic impact of crop disease for Australian growers.
- Work continued to strategically position the University in the **Perth CBD** through events with bodies such as the Committee for Economic Development of Australia and Seven West Media, and to capitalise on Curtin's physical presence in three locations in the city centre.
- Curtin is continually seeking to increase and enhance **industry participation** on University boards and committees.

Intensifying alumni engagement, building advancement capability and increasing philanthropic support

- **More than 71,400 alumni engaged with the University** in 2017, including attending events, volunteering (such as board participation and guest speaking), electronic communications and providing testimonials and stories. More than 11,450 alumni updated their contact details in response to a campaign targeting WAIT graduates.
- A **bi-monthly alumni newsletter** was sent to more than 90,000 graduates in 2017.
- The **Young Alumni Program** for graduates under the age of 35 was launched in November.
- The inaugural **Alumni Annual Appeal** facilitated more than 3,150 conversations with members of our alumni community. More than 1,200 records were updated with current contact information and interest in programs such as guest lecturing and mentoring was also recorded. Running from 13 September – 24 October, the program exceeded the target total by over 50 per cent. The appeal attracted gifts from more than 320 alumni, with many of these gifts being from first-time donors. Pledges were received from a further 109 alumni, with 106 of these being new pledging donors.

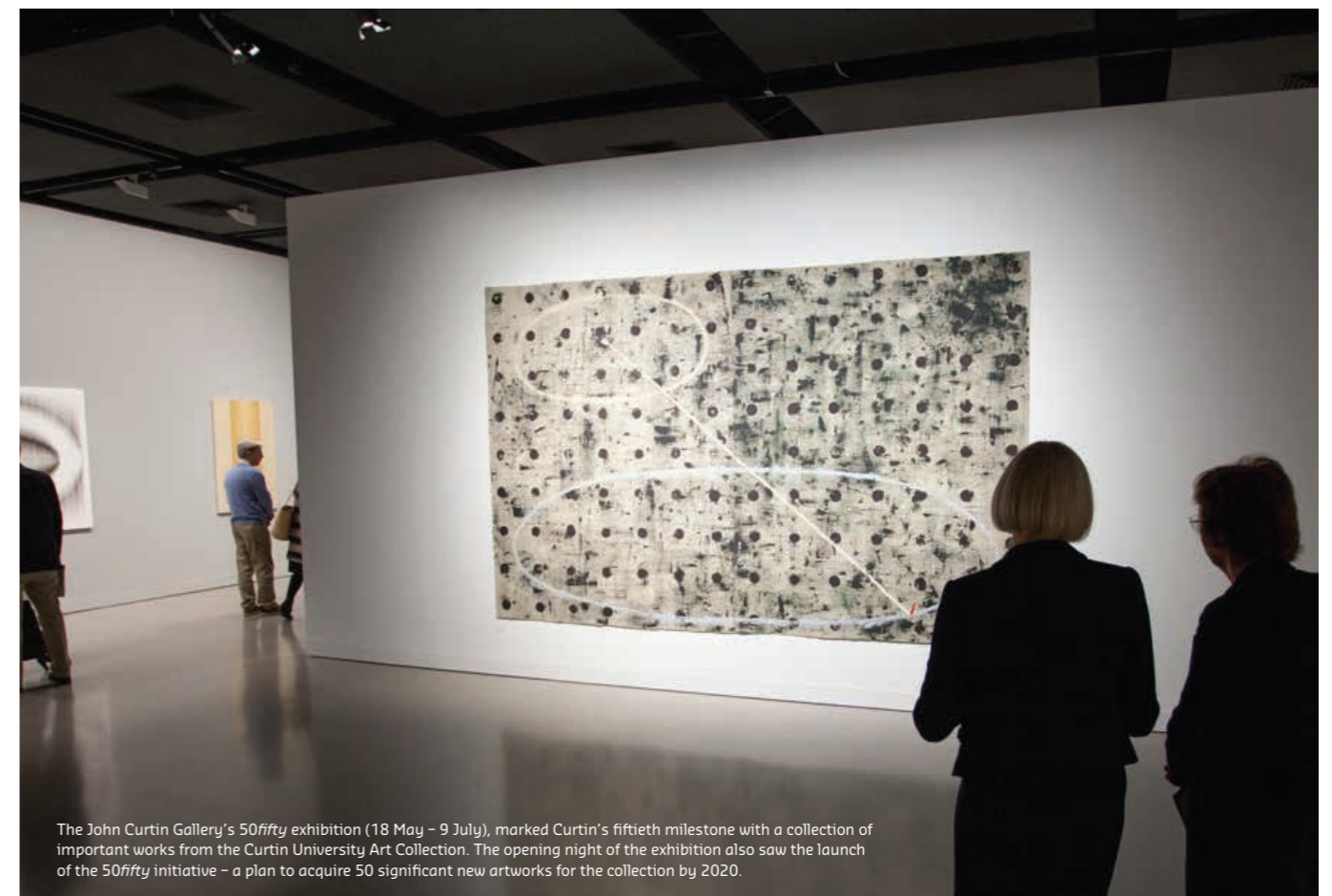
- The **WAIT Alumni Scholarships Campaign** secured three new ambassadors and eight new donations, totalling over \$220,000 in cash and pledges.
- The **John Curtin Gallery 50fifty** acquisition initiative was launched in June, attracting both financial and artwork donations.
- Curtin's **staff giving program** generated over \$117,000.
- Curtin's first pro-active **stewardship program** was implemented to better recognise and acknowledge donor support.
- **Philanthropic gifts** to the Curtin Foundation totalled over \$2.8 million, including a \$1 million from the Peel Health Foundation.

Strengthening our global reputation

- The introduction of a more integrated approach to **international marketing**, involving Curtin International and University Marketing, helped achieve more consistent, coordinated global branding in 2017. 2018 will see further emphasis in this area as Curtin continues to expand globally.
- Curtin's Office of Strategy and Planning implemented a brand recognition strategy to improve the University's performance in peer-to-peer and industry **rankings surveys**.
- A renewal agreement for **Curtin Singapore** was signed, extending the campus for a further ten years. A **Joint Venture Working Party** was convened to progress a new agreement for Curtin Malaysia (with the current agreement due to expire in 2019).

LOOKING FORWARD

We will take engagement with our government, industry and corporate partners to a new level. Leveraging our 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. Maintaining the momentum of our alumni engagement in our fiftieth year, we will build their ongoing loyalty and support.



The John Curtin Gallery's **50fifty** exhibition (18 May – 9 July), marked Curtin's fiftieth milestone with a collection of important works from the Curtin University Art Collection. The opening night of the exhibition also saw the launch of the **50fifty** initiative – a plan to acquire 50 significant new artworks for the collection by 2020.

REPORT ON PERFORMANCE (CONTINUED)



STRATEGIC THEME 4: PEOPLE AND CULTURE

CURTIN WILL EMPOWER STAFF TO LEAD AS PART OF A STRONG, VALUES-LED ORGANISATION.

Creating a global, collaborative and connected workforce

- Reviews have been undertaken to assess the appropriateness of our **talent acquisition** capabilities. A number of separate evaluations have explored strategies, systems, processes, policies and procedures through a number of lenses, and significant effort was applied in 2017 to overhauling and improving all of these elements.
- Work began on a large data and analytics project to build and deploy **individual benchmarked dashboards** to help staff understand how their work outputs compare to others. Easy access to this important information will assist in individual performance, development and career planning.

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

- Curtin embarked on its fifth comprehensive **staff engagement survey** following on from the last undertaken in 2014. The high response rate of 78 per cent of ongoing and fixed term staff provided widespread feedback. Overall, the results were very pleasing with significant improvements in many elements of leadership and management.

Responses to the feedback have been undertaken at a local leadership level and as such, a broad range of interventions have been activated across the University. From 2014 to 2017, a 12 per cent improvement was recorded in both *processes and managing change*; an 11 per cent increase in both *career opportunities and cross-unit cooperation*; and a 10 per cent uplift in *satisfaction with workload*.

The assessment tool gives comprehensive points of reference against many other Australian universities, and pleasingly, that benchmarking resulted in Curtin receiving a Highly Commended Award for the quantum of the positive increases since 2014.

- A new primary **2017–2021 Staff Agreement** was the subject of significant negotiation throughout the year following the nominal expiry of the previous agreement in 2016. 94 per cent of staff voted in favour of the proposed new agreement in a ballot held in November. The new agreement incorporates wage rises commencing 1 January 2018 of 1 per cent with subsequent rises approximately every 14 months, of 1.5 per cent, 1.5 per cent and 2 per cent over the life of the agreement. The new agreement also incorporates a variety of productivity measures in regard to how academic work is allocated and performed, and how staff performance is managed.

Strengthening values-based leadership

- Following on from the significant work to strengthen the culture across our institution over the previous few years, a **People and Culture Committee** was created to advise and assist the Planning and Management Committee (PMC) on all matters relating to the enabling and implementation of strategic objectives pertaining to people and culture contained in Curtin's 2017–2020 Strategic Plan. The committee is chaired by the Provost and advises PMC on the general progress of matters relating to people and culture across the University, including matters such as staff engagement, diversity, equity and the continued demonstration of our values and signature behaviours.
- Curtin's Organisational Development, Conflict Management and Human Resources teams merged to form a single **People and Culture** function to further support our efforts to empower staff to lead as part of a strong, values-led organisation.



Curtin's continuous support of the LGBTQ+ community was again recognised through being awarded Silver Recognition in the 2017 Australian Workplace Equity Index. The Bentley Campus was awash with colour during the national marriage equality survey.

Improving gender and Indigenous equity

- Curtin undertook a substantial assessment of its current practices as a member of the inaugural **Science in Australia Gender Equity (SAGE)** pilot of the Athena Swan accreditation program. This national pilot recognises best practices in recruiting, retaining and promoting women's careers in science, technology, engineering, mathematics and medicine (STEMM). Curtin will continue to collect, analyse and present longitudinal data on gender policies and practices as well as identify gaps as part of our progress toward submitting an application for bronze accreditation in 2018.
- Our commitment to providing a safe workplace for all our staff resulted in Curtin becoming the first university in Western Australia to achieve accreditation as a **White Ribbon Workplace**. Curtin will continue to play a leading role as a university that's seen to respect all its staff, and one in which women are safe and free from all forms of abuse.
- Curtin's continuous support of the LGBTQ+ community was again recognised through being awarded Silver Recognition in the **2017 Australian Workplace Equity Index** produced by the Pride in Diversity organisation.

- Curtin's **Indigenous Cultural Capability Framework** continued to be a mechanism by which staff are able to progress their knowledge and ability to assist in closing the gap of disadvantage. Indigenous governance was strengthened, and the Curtin community was infused with many touchpoints including changes to the curriculum, community events, outreach programs and partnerships.
- An **Indigenous Employment and Engagement Strategy** was constructed and a small team resourced to engage staff ahead of a full launch in 2018.
- Our **cohort of staff self-identifying as Aboriginal or Torres Strait Islander** continued to grow in 2017 and passed 100 for the first time.
- Our **Indigenous Student Placement Program** expanded to 16 placements in 2017 and continued to provide very demonstrable employability outcomes for students with a number of them being offered additional employment opportunities within Curtin beyond the completion of the program.

REPORT ON PERFORMANCE (CONTINUED)

Outstanding achievement

- The **2017 John Curtin Medal** was awarded to Angela Ryder and Jim Morrison. Angela is a Wilman/Goreng Nyungar woman and Bachelor of Commerce alumna who has established innovative initiatives and programs to build independence in Aboriginal people and empower Aboriginal women. Jim Morrison is a Nyungar elder who has worked at the frontline of Aboriginal affairs for more than four decades to create a better future for Aboriginal Peoples and to have the wrongs of the past redressed.
- Curtin graduate **Robert Ferritto** was named WA's 2018 Rhodes Scholar. Robert holds First-class Honours in Chemical Engineering and a Bachelor of Commerce (Economics) from Curtin and hopes it will aid him to create universal access to clean water and sanitation.
- **Professor Jill Downie**, Deputy Vice-Chancellor (Academic), was appointed the Education representative on the Australian National Commission of UNESCO by the Minister for Foreign Affairs, the Honourable Julie Bishop,
- Curtin student **Michael Song**, was named top graduate in the Orica Mining Oil and Gas Award category of the 2017 Top 100 Future Leaders Student Awards.
- Curtin Business School graduate **Kristina Primus** won the prestigious Economic Society of Australia (WA) Prize for the Best 2016 Economics Honours Thesis examined in WA.
- **Stephanie Brokenshire** won the Outstanding Tertiary Student Project Category at the WA chapter of the Planning Institute of Australia Awards for her thesis entitled *Planning Mechanisms used by Singapore to Promote Biodiversity and Skyrise Greenery and the Potential Application for Perth WA*. Stephanie is a recipient of the Asia Postgraduate Endeavour Mobility Grant, administered through the Commonwealth Department of Education and Training to encourage global engagement by students.
- Curtin University academic **Dr Andrew Woods** was recognised as one of Australia's Most Innovative Engineers for 2017, for his lead role in the development of the deep-water 3D imaging system used to survey two of Australia's most well-known shipwrecks.
- Curtin sent a team of 190 athletes, coaches, physiotherapy students and staff to the **Australian University Games** held in the Gold Coast in September. The team won bronze medals in division 1 of women's hockey and squash as well as silver medals in division 2 of touch rugby.
- Curtin staff continue to excel in teaching and learning. Nineteen staff were recognised for outstanding performances in the **Curtin Awards for Excellence and Innovation in Teaching**. Four of those staff received prestigious **Citations for Outstanding Contributions to Student Learning** in the 2017 Australian Awards for University Teaching.
- Five staff were inducted into the **Curtin Academy** in 2017, recognising and supporting their ongoing excellence in teaching at the University, at national and international level.

- University Librarian and Director of the John Curtin Prime Ministerial Library, **Ms Catherine Clark**, was awarded the LH Martin Award for Excellence in Leadership. Catherine received the award at the 2017 ATEM Campus Review Best Practice Awards in Tertiary Education Management for her strong and sustained leadership at state and national level.

LOOKING FORWARD

A range of activities commenced in 2017 in preparation for the continuation of this strategic theme into 2018. Activities to be given more focus in 2018 include further development of business intelligence capabilities, increasing mobility both globally and across industry, introducing new academic promotion criteria, introducing a three-year confirmation process for academic appointments and expanding strategic workforce planning methodologies across the University.



Jim Morrison and Angela Ryder were awarded the John Curtin Medal in October.

REPORT ON PERFORMANCE (CONTINUED)



STRATEGIC THEME 5: GLOBAL POSITIONING

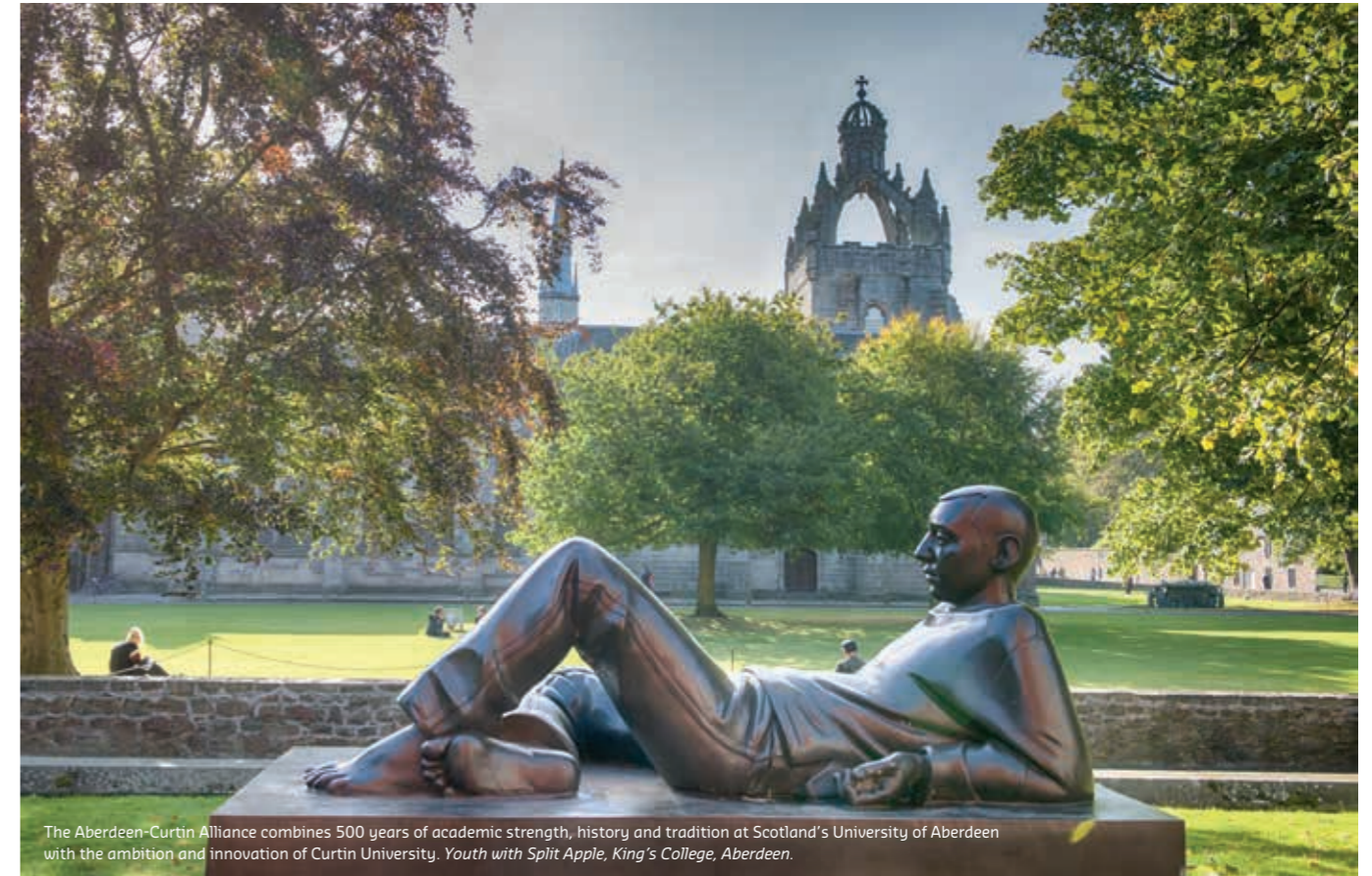


Curtin Dubai provides flexible access to highly regarded programs for students in the Middle East, India, Africa and Central Asia, as well as opportunities for students from other Curtin campuses to complete part of their studies in Dubai.

CURTIN WILL SECURE ITS POSITION AS A LEADING GLOBAL UNIVERSITY.

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

- Curtin Dubai was officially launched in September, becoming Curtin's third international campus after Malaysia and Singapore. Curtin Dubai will create new learning opportunities for students in the United Arab Emirates and the greater region, help to increase student and staff mobility across all Curtin locations, and provide an opportunity to develop collaborative research centres with key industry and university partners in areas of strategic interest.
- The **Aberdeen Curtin Alliance** was officially launched in February 2017, simultaneously in Perth and Aberdeen. The first cohort of jointly supervised PhD students who had been awarded scholarships commenced in 2017. These scholarships are awarded across four themes: energy; medicine and health; business; and creative writing.
- The **Global Energy Institute** was established: a joint institute under the Aberdeen Curtin Alliance to undertake research, professional development and coursework programs in energy related areas.
- As at December 2017, **96 new international agreements** were 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.
- The **Global Positioning Enabling Plan** was developed in consultation across the University in early 2017 and incorporates goals and activities from Alumni Relations, the faculties and Curtin Learning and Teaching.
- From this plan, **faculty and regional enabling plans** were developed using the University plan as a framework, resulting in alignment of faculty, marketing and recruitment plans and work carried out. Global goals include the 'One Curtin' approach to admissions and recruitment, and the inclusion of a global outlook for all campuses and international engagement.
- During 2017, Curtin International reviewed international operations across the University as part of the **faculty structure review**. A new structure was implemented that brings together all teams involved in international operations across the University, ensuring consistency of approach and alignment to enabling plan activities from the Global Positioning Strategic Plan.



The Aberdeen-Curtin Alliance combines 500 years of academic strength, history and tradition at Scotland's University of Aberdeen with the ambition and innovation of Curtin University. *Youth with Split Apple, King's College, Aberdeen.*

Growing global demand for our courses and strengthening international research collaborations

- An **International Competitiveness Program** was established in 2017, with representation from across the University. There is a focus on enhancing and improving student experiences throughout the student journey through streamlining of policy and process, and developing pathways for students to access Curtin programs globally. This will lead to enhanced student recruitment outcomes across all campuses.
- As a result of the Competitiveness Program, further engagement has taken place with the extensive Curtin agent network, with a new agreement template and materials rolled out in 2017. This incorporates a new approach to performance KPIs and engagement. Further work will be completed in other areas identified as priorities including global branding, and academic processes impacting on students' abilities to progress through their courses.
- A successful collaborative PhD program commenced through the **Aberdeen Curtin Alliance**, with 24 students jointly enrolled at both universities. Twelve PhD scholarships for 2018 commencement were promoted.
- Following the appointment of the Regional Dean China in 2016, **Professor Abhijit Mukherjee** was appointed Regional Dean for South Asia, with a focus on India in 2017. Professor Mukherjee has a joint appointment as Director of the Curtin India Academy and is implementing a strategy of research and student mobility with the IITs and other reputable Indian institutes and research centres.
- **7,534¹ international students were enrolled onshore** at Curtin in 2017 - a slight increase from 2016 - and sees Curtin maintain its position as the largest international student enrolling institution in the state. However, overall Western Australia has continued flat in terms of growth in student numbers, whilst other Australian states have increased their enrolments over the same period. Significant work is going into addressing student perceptions of Perth, and removal of barriers that discourage students from selecting Curtin as their preferred education provider.
- Numbers of **articulating students** to Curtin from international pathways partnerships increased nine per cent from 2016 to 2017. There were 252 students who commenced in 2017 from these partnerships.

¹As at November 22 2017, BI tools, Office of Strategy and Planning

REPORT ON PERFORMANCE (CONTINUED)

Supporting a worldwide network of alumni

- A number of **alumni events** were held globally as part of Curtin's *50 Years of Innovation* celebrations including celebrations in Shanghai, Beijing, Mauritius, Singapore and Hong Kong. An alumni event held in Australia House in London in September was attended by 71 alumni and guests. Many alumni chapters also hosted their own celebration events including in Mongolia and Norway.
- The 2017 **Alumni Achievement Awards** recognised the outstanding achievements of Curtin alumni. The Lifetime Achievement Award was presented to Dr Susan Barkdoll, a US-based teacher with 30-years of experience, who has successfully secured more than \$500,000 in grants from local, state and national organisations.
- The **Pakistan Alumni Chapter** was launched as a fiftieth anniversary event, and further launches are planned, including in Indonesia, following the election of the chapter President in 2017.
- A **Back to Perth event** for members of the Hong Kong, Singapore and Malaysia chapters was hosted to coincide with the Alumni Awards in October, which also saw these members engage with Curtin as ambassadors. Curtin provided workshops covering Curtin's global initiatives, and collaboration and campus tours.

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

- Curtin was successful in obtaining \$1.2 million funding under the federal **New Colombo Plan** for student mobility projects in the Asia-Pacific region. Over \$400,000 of this funding will support a series of study tours to Curtin Malaysia, allowing a number of Perth-based students to experience study at the Malaysia campus.
- **New Colombo Plan** funding has seen an increase in students undertaking short-term mobility in the Indo-Pacific region. In 2017, 113 students were funded to participate in a range of innovative learning abroad experiences in the region. The announcement of 2018 funding sees a substantial increase in programs that will allow many more students to take up these opportunities into the future.
- In 2017, 252 students participated in a **mobility experience at Curtin Malaysia** in both short term and semester exchange across undergraduate and postgraduate programs. During the year a number of promotional activities occurred to encourage students thinking of exchange to consider Curtin campuses, with a successful 'Study in Malaysia' event held at Bentley, jointly organised with the Malaysian Consulate of Perth to showcase Malaysia's culture and lifestyle and unique opportunities.
- Thirty students from **Curtin Singapore** and 99 students from **Curtin Malaysia** transferred to Perth to experience studying in Australia.

- **Research symposia** were held in creative writing through the Aberdeen Curtin Alliance, with academic staff from Curtin travelling to Aberdeen to participate. Plans are in place for further symposia to be held in 2018.
- One hundred and forty-six Curtin students participated in full semester **outbound student exchange** opportunities, and 202 students in short term mobility programs. Curtin continued to provide travel grants to assist students who participated in student exchange programs. Successful applications for additional Commonwealth funding continued to support these programs.
- In November, three Curtin students were awarded the prestigious **New Colombo Plan Scholarship** presented at a gala dinner in Canberra. These highly competitive scholarships are awarded to Australian undergraduate students who demonstrate academic excellence and leadership skills.
- Curtin Stadium facilitated and organised a week-long visit by sports science students from the **China University of Mining and Technology**, organising a full itinerary of cultural events, academic sessions and sporting experiences.
- **Curtin English** signed a partnership agreement with Navitas English to deliver lower level ELICOS programs as part of an overall language preparation pathway to Curtin. This innovative model allows students to receive English tuition in Perth prior to completing their English Language Bridging and degree studies at the Curtin campus. This provides a different experience for students, including different study environments and movement to the next stage on achievement.
- During 2017 **Curtin English** programs and processes were integrated into the University student management system which will see alignment of processes and consistency of experience for students as they move from their English pathway to their degree courses at Curtin.
- There were 297 commencements in the **Curtin English Language Bridging offshore program** in 2017, a small increase on 2016. The pass rate of those students completing ELB offshore was over 90 per cent. For those students from offshore ELB who have completed their first year at Curtin, there is a near 100 per cent pass rate with nearly 50 per cent achieving distinction or high distinction.
- 575 students completed the **English Language Bridging onshore program** as a pathway to Curtin in 2017 which represents a fall of 25 per cent on the equivalent figure for 2016. This was due to a more rigorous approach to managing risk when issuing offers to the Indian sub-continent and the general fall in international student numbers across WA.
- **Curtin College** continues to be a major pathway for students to Curtin University, with 374 students articulating to the University in 2017. This is a decrease from 2016, as the college continues to feel the impact of the decline in international student numbers across WA.

Curtin Malaysia

- **3,570 students** were enrolled at Curtin Malaysia in 2017, a slight increase from 2016.
- Curtin Malaysia retained its Tier 5 or Excellent rating under the **Malaysian Rating System for Higher Education Institutions (SETARA 2017)**.
- The current agreement with Curtin Malaysia expires in early 2019. A **Joint Venture Working Party** was convened during 2017 to progress a new agreement for Curtin Malaysia.
- Market research was conducted to assess demand for proposed new courses, with **four new courses** in science and engineering submitted to the Malaysian Ministry of Higher Education for approval. This will provide students with further options in the courses they can choose to study at Curtin Malaysia. Further courses are being considered in other disciplines.
- Curtin Malaysia students were recognised for their academic performance, innovation and technical skills in a number of awards including industry awards, with a PhD student winning a **Young Researcher Award**. Several student teams won global competitions, including innovation and design, and industrial applications.
- Curtin Malaysia teaching staff were also recognised in the **Curtin Excellence in Learning and Teaching Awards**, and Malaysian awards that recognise best practice in teaching and scholarship.
- Curtin Malaysia launched a new partnership with **The Global Education Group Co. Ltd. (GEGCO)** in Thailand. Curtin Malaysia will work with GEGCO to deliver different pathways to international students who wish to study at Curtin.

Curtin Singapore

- There were **1,371 students** enrolled at Curtin Singapore in 2017. This was a decrease from 2016, reflecting some changes in local course demand and international student market demand in Singapore.
- The **Curtin Annual Student Satisfaction Survey** results for Curtin Singapore students reflected overall satisfaction in 2017 of 84 per cent – a very pleasing outcome. In addition to this, the inaugural **Singapore Graduate Employment Survey** showed results for students comparable with other Australian universities operating in Singapore in terms of graduate employment outcomes. Data will continue to be analysed as each subsequent year is added. Given the strong job market in Singapore, results of this survey were also pleasing with 87 per cent surveyed in full-time employment.
- A **Unit Coordination Pilot Program** was launched at the end of 2017 in conjunction with Curtin Business School. This will see Singapore academic staff filling the role of unit coordinator for all Curtin locations offering that unit.
- During 2017 Curtin Singapore received accreditation from **CPA Australia**, which allows marking of examinations in Singapore and recognises the campus as a provider of accounting programs.

LOOKING FORWARD

Curtin will continue to strengthen its global engagement and partnerships by pursuing a three-year growth roadmap for campuses, partnerships, alliances, online offerings and markets. Critical to our success will be a transition to a new integrated model for operations across each of the University's locations in Australia and offshore by 2020.



Curtin Malaysia retained its Tier 5 (Excellent) rating in 2017.



In the Curtin Annual Student Satisfaction Survey, 87 per cent of surveyed Curtin Singapore graduates were in full-time employment.

REPORT ON PERFORMANCE (CONTINUED)



STRATEGIC THEME 6: SUSTAINABLE FUTURE

CURTIN WILL EMBED A BUSINESS MODEL THAT SUPPORTS OUR STRATEGIC AMBITIONS.

Ensuring a sustainable business model, diversifying our revenue base and aligning resource allocation with strategy

- The new **general staff agreement** provides for greater flexibility in the allocation of academic work and the delivery of learning and teaching. It also serves to simplify and streamline a number of other employment processes and aligns the University more closely to contemporary national norms. The proposed agreement received overwhelming support from staff in Q4 2017 and is expected to be approved by the Fair Work Commission in Q1 2018.
- The **Student Retention Operational Plan** was implemented across the faculties with one course being selected from each school for targeted retention interventions. For the first time, data analytics is being used University-wide, supporting evidence-based service delivery and demonstrating impact.

Pursuing operational effectiveness and efficiency to position us for future success

- A **wide-ranging review** has resulted in a detailed roadmap of actions, which will optimise processes relating to curriculum changes, allocation of staff, and the assignment of learning spaces and equipment for timetabled academic delivery activities.
- A **review of Curtin's faculty, school and department structures** was undertaken to ensure they align fully with, and help promote, the positioning and objectives that are outlined in the 2017-2020 strategic plan. An aligned faculty structure that is consistent with our core objectives for learning and the student experience, research and innovation, and engagement and impact, will ensure that Curtin is well positioned to face and embrace the disruption and dynamism in our present and future operating environment. Final recommendations for a new design were released in July and in the second half of the year a significant amount of effort was applied across Curtin in order to allow the new structure to come into effect in 2018.

- At the end of 2017, an audiovisual program to standardise equipment in each lecture theatre/classroom was 60 per cent complete. The goal is to significantly improve usability and reliability of equipment in rooms and reduce reliance on callout support for equipment outages and operations support. The program will be completed in 2018.

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

- **People counting technology** linked to analytics that evaluates actual room occupancy against planned occupancy was successfully trialled and is currently being implemented in approximately 300 classrooms for first semester 2018. This will enable significant improvements in room programming and utilisation.
- Pilot programs to evaluate software "**bot**" application in automating transactional processes were successfully conducted during the year in the finance area. Larger scale application will occur over 2018.

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

- Curtin participated in the **Uniforum national university benchmarking program** for the second year, which identified a variety of areas for investigation and efficiency improvement.
- Work began on a large data and analytics project to build and deploy **individual benchmarked dashboards** to help staff understand how their work outputs compare to others. Easy access to this important information will assist in individual performance, development and career planning.

LOOKING FORWARD

Curtin is pursuing its vision in a climate of aggressive global competition, rapidly changing technology, financial uncertainty and a new government agenda. Both the Strategic Plan 2017-2020 and the new general staff agreement address these challenges to support the University's ongoing sustainability, helping to streamline operations and return to an underlying operating margin of five per cent by 2021.

REPORT ON OPERATIONS

GOVERNANCE OF THE UNIVERSITY

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

Council met on seven occasions in 2017, including one meeting held in Kalgoorlie. A Council Retreat was conducted on 16 September 2017 regarding the strategic positioning of the University.

Key governance-related matters considered by Council in 2017 included:

- approval of the following:
 - Key performance indicators for assessing the Vice-Chancellor's performance in 2017
 - Annual Report for 2016
 - Revised Corporate Governance Statement
 - Revised Deed of Acknowledgement
 - Revised Delegations Policy
 - Establishment of a Nominations Committee
 - Establishment of the University Council Health and Safety Committee (formerly the Health and Safety Due Diligence Committee) as a standing committee of Council
 - Revised Constitution for the Audit, Risk and Compliance Committee (formerly the Audit and Compliance Committee)
 - Disestablishment of the Curtin Student Advisory Forum
 - Establishment of a Campus in Mauritius
 - Contract Renewals – Curtin College and Curtin Singapore
 - Revised Kalgoorlie Campus Strategic Plan
 - Preferred proponent for Stage One of Greater Curtin
 - Budget for 2018
 - Various honorary awards and naming proposals
 - Revised Statute No 10 – Academic Misconduct and related rules
 - Revised Rules to Statute No 6 – Vice-Chancellor
- noting reports on the following:
 - University's performance against key performance indicators, measures and targets identified in the Strategic Plan 2017 - 2020
 - Strategic Risk
 - Academic Assurance Statement
 - Operations of the Kalgoorlie Campus in 2016
 - Performance of the Curtin University Foundation in 2016
 - Graduate Outcomes
 - Curtin Code of Conduct
 - Your Voice Survey
 - Council Self-Evaluation Report

- Faculty Structure Review
- Financial management
- Investment Performance
- Health, Safety and Emergency Management
- Equal Employment Opportunity and Gender Equity
- Integrity and Standards
- Application of the Common Seal
- Voluntary Code of Best Governance Practice
- Student Guild's financial performance

To inform and enhance Council's role in shaping the strategic direction of the University, a series of strategic conversations and portfolio presentations were undertaken in 2017 as part of Council's meeting program.

Strategic conversations and portfolio presentations included:

- 2017 Priorities and Key Performance Indicators, Measures and Targets
- Student Guild
- Humanities
- Kalgoorlie Campus Strategic Plan
- Curtin's presence in Mauritius
- Science and Engineering
- Greater Curtin - Preferred Proponent
- Research

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

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

The Academic Board is also a committee of Council and forms part of the overall governance framework of the University. The Academic Board is responsible to Council for helping to ensure the academic quality and integrity of the University's operations as an academic institution. The Academic 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



Curtin Medical School welcomed its first cohort of students in February 2017

REPORT ON OPERATIONS (CONTINUED)

MEMBERS OF COUNCIL FOR 2017

Members appointed by Governor in Council	Commenced	Terminated	Due to expire
Mr Kim Bridge BBus (WACAE)	15/11/2014 15/11/2011	14/11/2017 14/11/2014	
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) AMP (Harvard) MAICD	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	2/12/2017 1/12/2014 1/12/2011	
Member nominated by Minister for Education and Training*			
Ms Sue Wilson BJuris LLB (UWA) FAICD FGIA	3/5/2016 3/5/2013	3/3/2017 2/5/2016	
* Position deleted under the <i>Universities Legislation Amendment Act 2016</i> .			
Member who is the Vice-Chancellor	Commenced	Terminated	Due to expire
Professor Deborah Terry AO BA (ANU) PhD (ANU) FASSA FAPS	17/2/2014	Current	Ex-officio
Members elected by full-time academic staff	Commenced	Terminated	Due to expire
Professor Dale Pinto PhD (Melb) MTax (Hons) (Sydney) FCPA CA FAAL CTA-Life AFAIM FTMA MAICD	22/8/2014	31/3/2017	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
Member elected by salaried (general) staff	Commenced	Terminated	Due to expire
Mr Andrew McLean BA(Hons), GradCertPubAdmin (Curtin) AFATEM GAICD	18/6/2016	Current	17/6/2019

Members elected by students	Commenced	Terminated	Due to expire
Mr Sebastian Davies-Slate (postgraduate)	13/4/2017	Current	31/3/2018
Ms Noni Elliott Hobbs	13/4/2016	12/4/2017	
Mr Liam O'Neill (undergraduate)	13/4/2017 13/4/2016	Current 12/4/2017	31/3/2018
Co-opted Members	Commenced	Terminated	Due to expire
Mr Colin Beckett (Appointed Chancellor from 1/01/2013) MA (Cantab) MICE	1/1/2016 1/4/2013	Current 31/12/2015	31/12/2018
		Previously appointed by the Governor 19/10/2010 - 31/3/2013	
Dr Vanessa Guthrie BSc (Hons) (UNE) PhD (UTAS) Grad Dip (AGSM) Grad Dip (UWA) HonDSc(Curtin) FTSE MAICD	1/4/2017	Current	31/3/2020
Mr Steve Scudamore BA(Hons), MA (Oxon), FCA, SF Fin, FAICD	1/4/2017 1/4/2014 1/4/2011	Current 31/3/2017 31/3/2014	31/3/2020
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
Ms Sue Wilson (Appointed Pro Chancellor from 1/4/2015) BJuris LLB (UWA) FAICD FGIA	4/3/2017	Current	3/3/2020
		Previously nominated by the Minister 3/5/2016 - 3/3/2017 3/5/2013 - 2/5/2016	
Chairperson of the Academic Board	Commenced	Terminated	Due to expire
Professor 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

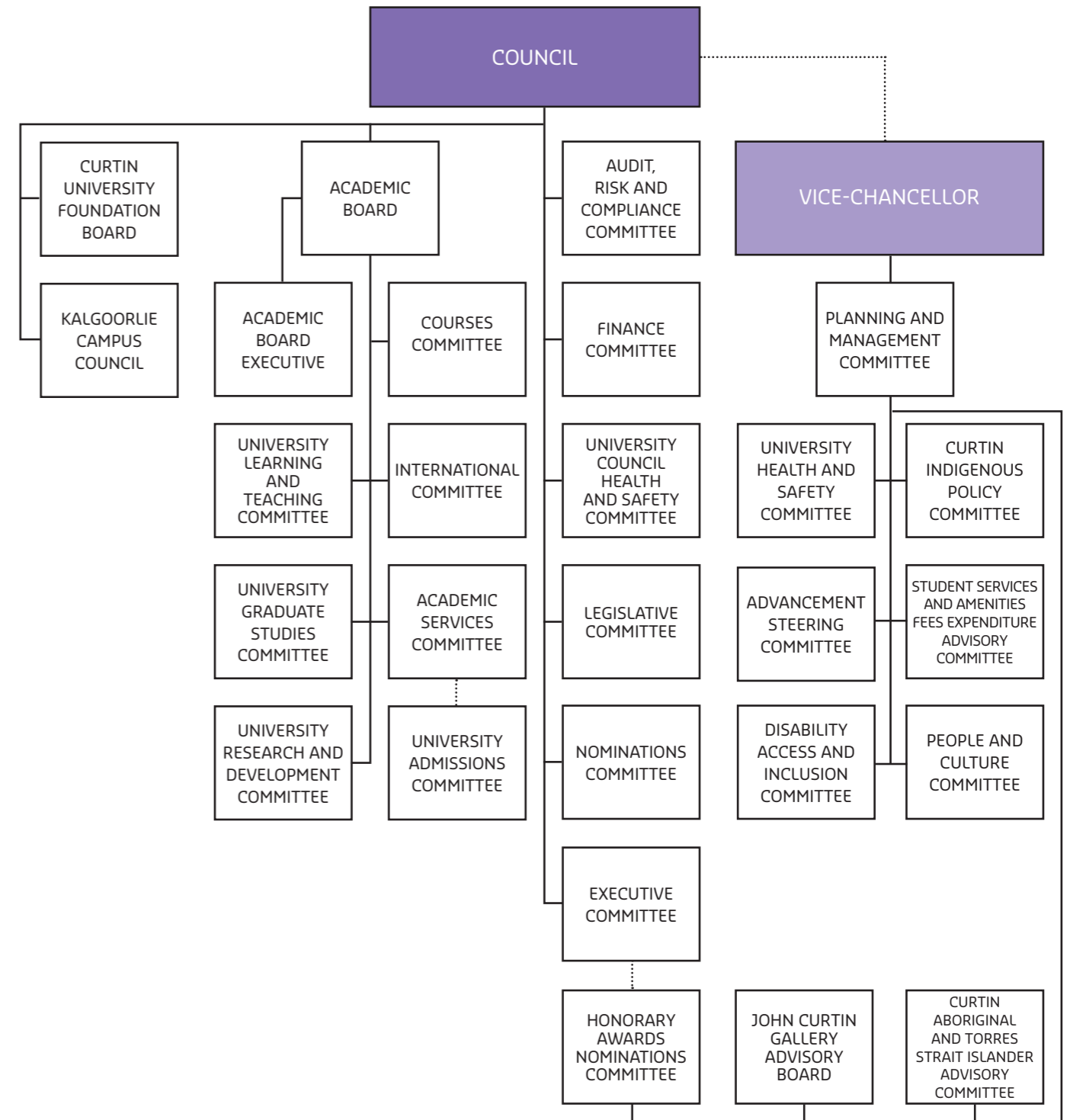
REPORT ON OPERATIONS (CONTINUED)

MEMBERS OF COUNCIL (AS AT 6 DECEMBER 2017)



Back row from left to right: Andrew McLean, Liam O’Neill, Colin Beckett (Chancellor), Dr Andy Crane, Alex Jones, Steve Scudamore,
 Front row from left to right: Sebastian Davies-Slate, Professor Linley Lord, Professor Deborah Terry AO (Vice-Chancellor), Professor Glenda Scully
 Absent: Dr Vanessa Guthrie, Michael Lishman, Gene Tilbrook, Sue Wilson (Pro Chancellor)

CURTIN GOVERNANCE STRUCTURE (AS AT 31 DECEMBER 2017)

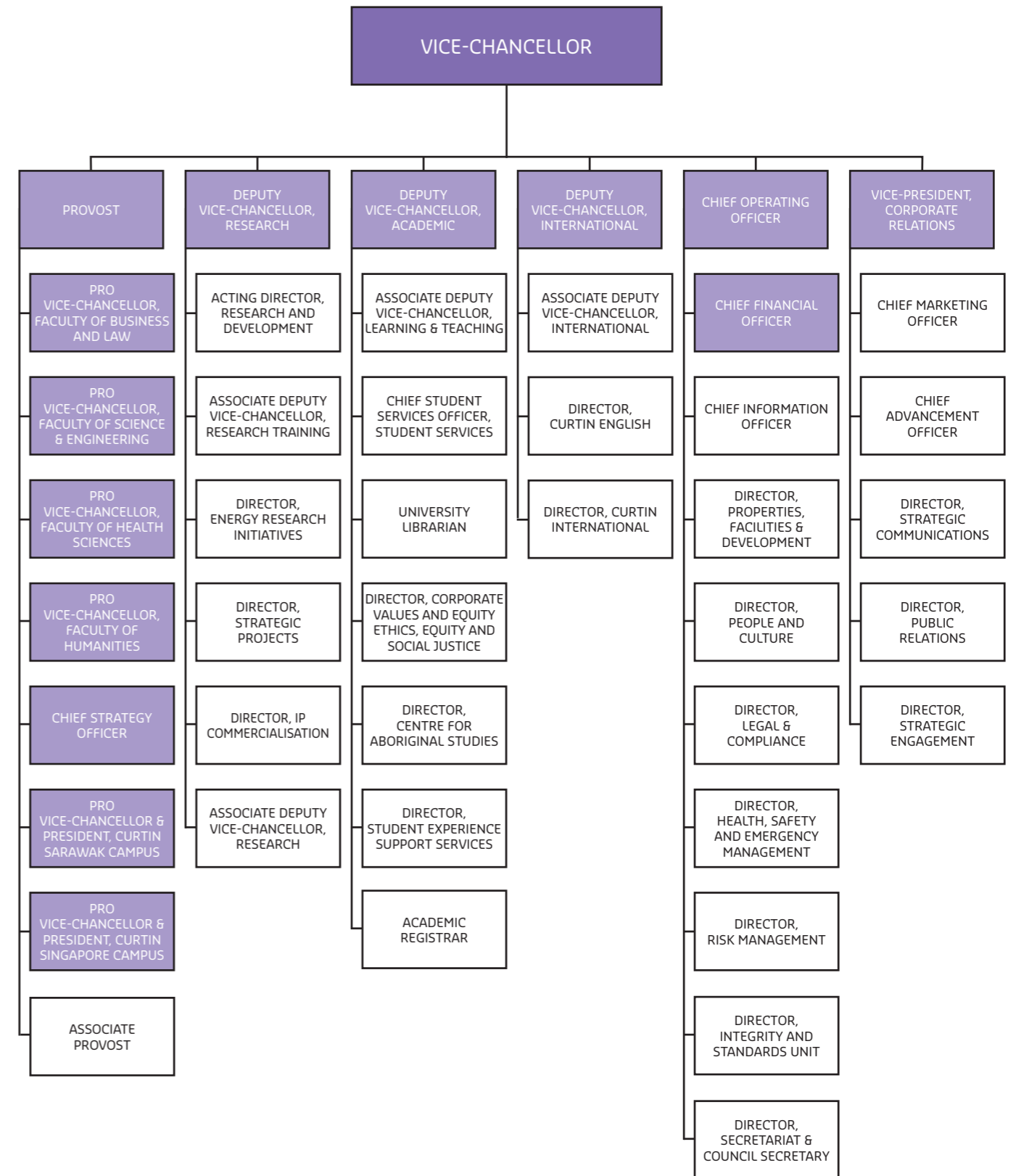


REPORT ON OPERATIONS (CONTINUED)

ADMINISTRATIVE STRUCTURE

Vice-Chancellor	Professor Deborah Terry AO
Provost	Professor John Cordery
Deputy Vice-Chancellor, International	Professor Seth Kunin
Deputy Vice-Chancellor, Research	Professor Chris Moran
Deputy Vice-Chancellor, Academic	Professor Jill Downie
Chief Operating Officer	Mr Ian Callahan
Vice President, Corporate Relations	Ms Valerie Raubenheimer
Pro Vice-Chancellor, Business and Law	Professor Nigel de Bussy (commenced 27 July 2017) Professor Tony Travaglione (resigned)
Pro Vice-Chancellor, Health Sciences	Professor Michael Berndt
Pro Vice-Chancellor, Humanities	Professor Alan Dench
Pro Vice-Chancellor, Science and Engineering	Professor Andris Stelbovics
Pro Vice-Chancellor & President, Curtin Malaysia	Professor James Mienczakowski
Pro Vice-Chancellor & President, Curtin Singapore	Professor Robert Evans
Chief Financial Officer	Mr David Menarry
Chief Strategy Officer	Dr Marco Schultheis

ORGANISATIONAL CHART



REPORT ON OPERATIONS (CONTINUED)

STAFFING MATTERS

STAFF SUMMARY

The full-time equivalent (FTE) of academic, professional and general staff as at 31 March 2017 (excluding hourly paid/casual staff)

	Continuing/ permanent	Fixed term/ temporary	Total
Academic staff	866.65	607.50	1,474.15
Professional & General Staff	1,507.48	473.42	1,980.90
Total	2,374.13	1,080.92	3,455.05

STAFFING POLICIES AND INITIATIVES

Three staffing procedures were reviewed in 2017 and approved as fit for purpose with minor amendments for improved clarity. The three were the: *Appointment of Casual Academic Staff Procedures*, *Appointment of Fixed Term and Continuing Staff Procedures* and *Additional Remuneration Procedures*.

Additionally, the *Academic Promotions Procedures* were amended to include a new faculty-based review process for applications for promotion to level C (Senior Lecturer or Senior Research Fellow). Four faculty panels were established and the Chair of Academic Board was appointed as the Chair of each panel.

PEOPLE AND CULTURE

Following a restructure, the Human Resources function was renamed People and Culture to better reflect the inclusion of the Organisational Development Unit and the Conflict Management team. A People and Culture Committee was also established to monitor the University's People and Culture Enabling Plan and associated theme objectives. The new committee will report to the Planning and Management Committee.

EMPLOYEE RELATIONS

Eligible staff who voted in a ballot for the proposed *Curtin University Academic, Professional and General Staff Agreement 2017 – 2021* (the Agreement) provided overwhelming support with a 94.2 per cent 'Yes' attained. The Agreement will come into operation upon final approval by the Fair Work Commission, which is expected to occur in Q1 2018.

The new agreement provides for greater flexibility in the allocation of academic work and the delivery of learning and teaching. It also serves to simplify and streamline a number of other employment processes and aligns the University more closely to contemporary national norms.

HEALTH, SAFETY AND EMERGENCY MANAGEMENT

2017 REPORTABLE KEY PERFORMANCE INDICATORS

Measure	Actual results			Target	Comment on result
	2015	2016	2017		
Number of fatalities	0	0	0	0	Meets target
* Lost time injury/disease (LTI/D) incidence rate*	0.29	0.48	0.16	0 or 10% improvement	Improvement compared to 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%	Exceeds target. 100% of staff returned to work within 13 & 26 weeks.
(i) 13 weeks	75%	75%	100%		
(ii) 26 weeks	92%	100%	100%		
Percentage of managers trained in occupational safety, health and injury management responsibilities	67%	73%	0	0	Meets target

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

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

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

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 (UHSC), with the aim to continually improve our safe work practices and processes.

The 2017 Health, Safety and Emergency Management (HSEM) Plan focused on strategies to deliver long term sustainable performance in all areas, with key objectives for 2017 successfully achieved, including:

- AS/NZS 4801 - Occupational Health and Safety Management Systems (OHSMS) audit program commenced in October 2017 and certification of the University's OHSMS is anticipated to be granted by April 2018.

- Launch of C.H.A.R.M Risk Module – this is an intuitive web-based risk management tool that will enable Curtin staff and students to complete and submit their risk assessments for online approval, and retrieve project, research or work based risk assessments as required.
- Launch of the Health, Safety and Emergency Management (HSEM) Student Induction and six other HSEM modules, including biological safety, nanotechnology safety, hazardous material, plant and equipment safety, are available in Blackboard for students to complete.
- Other achievements included: student engagement in scenario-based emergency exercises, First Responder Training, HSEM digital media and HSEM marketing projects. Development and review of various HSEM procedures and guidelines; activation of 2017 National Safe Work Month events, 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 to return to work following injuries or illness through its early intervention People Wellness team. The team continues to provide best practice injury management for both work related and non-compensable conditions to ensure the University meets its obligations under the *Workers' Compensation and Injury Management Act, 1981*.

Our Conflict Management function has also recently been incorporated into the team in an effort to bolster existing early intervention and preventative measures. The function works proactively with individuals and teams to help improve communication and collaboration, and break down traditional contributors to unhealthy workplace conflict. Combined with the existing Staff Wellness program, this transition strengthens Curtin's commitment to the prevention of workplace illness and injury.

In addition, the team continues to provide specialist services for the provision of reasonable workplace adjustment for staff with disabilities, and ergonomic advice related to manual handling and job design.

DISABILITY ACCESS AND INCLUSION PLAN (DAIP)

In 2017, Curtin completed the review of the 2012-2017 Disability Access and Inclusion Plan, and launched our new DAIP (2017 – 2020, Facilitating Universal Design), which emphasises our commitment to creating and maintaining an accessible and inclusive environment for all. The new **Universal Design (UD)** website provides information on how to embed UD into all university activities.

STAFF ASSIST

A triage service and educational initiative for the Bentley and Kalgoorlie campuses, Staff Assist, was piloted in 2017. This initiative was a collaboration between PACT, EESJ and CITS created from feedback provided by the Culture Representatives and the wider Support Services Network late last year. The aim of Staff Assist is to foster collaboration and connectedness, improve information sharing, and enable each support service to remain specialised, and assess and manage risk from a University perspective.

After confirming the need and gathering the requisite support from key stakeholders across the Support Services Network, functions were mapped to create our interactive Services Map tool, which is part of the training materials for the service offering.

A triage/case management model aligned closely with the Student Wellbeing model was collaboratively scoped for staff. More than 1,050 contacts from staff were received, with positive feedback from both stakeholders and internal customers.

The Staff Assist service will continue into 2018 while the analysis of the data continues, ahead of recommendations for potential arrangements being formed. This service has strengthened access to the development and support services that empower our people to reach their potential and achieve excellence.

SIGNIFICANT ISSUES AND TRENDS

EFFECT OF ECONOMIC AND OTHER FACTORS IN 2017

Uncertainty prevails regarding the regulatory environment for the Australian higher education sector after the Federal Government's newly proposed higher education reforms stalled in the Senate. The latest reforms, introduced in the 2017-18 Budget, were framed by a broader discussion around university teaching quality and student outcomes and the financial sustainability of the sector. The uncertainty in the regularity environment presents a challenge for the sector in relation to strategic and resource planning. Curtin has prepared for this uncertainty by modelling numerous funding scenarios and identifying strategic options to mitigate any negative impact.

Over the past few years, the government's focus has been on prioritising public expenditure for research that aligns with identified priorities and demonstrates public benefit, as well as fostering greater university engagement with industry and other end-users, and boosting science, technology, engineering and mathematics (STEM) skills.

National research funding schemes have been informed by the 2015 National Innovation and Science Agenda, with changes recently made to the Cooperative Research Centre program, funding for Research Block Grants, and the Australian Research Council's (ARC) Linkage program. This year, Curtin has focused on improving success rates and funding outcomes under National Health and Medical Research Council and the ARC National Competitive Grants Program (NCGP). In the 2018 NCGP round, Curtin was successful in 26 project application grants totalling \$10.45 million. In the ARC Discovery Program alone, Curtin was awarded more than \$6.6 million for 18 projects, the highest number ever awarded to the University and one of the highest ever success rates of 17.5 per cent.

A forthcoming strategy for the country's innovation, science and research system will seek to position Australia as a top tier innovation nation by 2030. Australia is generally high performing in terms of knowledge creation but could improve in knowledge transfer and application. Recognising this, Curtin has committed to becoming industry-facing and industry-embedded by 2020. The University is making progress in this area and in 2017 Curtin has increased the scale of industry-funded projects; Curtin was named lead Western Australian institution in the \$160 million Food Agility Cooperative Research Centre and has received a commitment for an \$18 million funding extension from the Grains Research and Development Corporation for the Centre for Crop and Disease Management.

The government is also eager for universities to demonstrate and measure the impact of their research. This was trialled earlier in 2017 through a pilot Engagement and Impact Assessment conducted by the ARC and which involved Curtin. This exercise will be fully implemented in 2018, employing measures that assess end-user funding for research and income from research commercialisation, and case studies of research impact.

Large philanthropic donations made to Australian universities recently also have been directed to research and education that demonstrates social impact. Curtin in 2017 again grew its philanthropic support and continues to invest in building this funding source.

International education is a \$28 billion industry for Australia and the country's third largest export. Higher education comprises the bulk of this industry. WA has experienced modest increases in international onshore student numbers, but the State's share of the market has decreased as the east coast continues to attract greater cohorts. This signals the need for a concerted effort among WA universities and government to promote the state as a study destination. The recently elected McGowan Government will develop a long-term international education strategy and has sent positive signals for regional engagement through committing funding for promoting WA education in Asia and appointing a new Minister for Asian Engagement.

While Curtin is impacted by the aforementioned challenges and works to optimise the emerging opportunities, the University has maintained a competitive position in the market and 2017 was a very successful year for Curtin in terms of its global positioning and growth in domestic market share.

Curtin will leverage its Dubai campus, officially launched in 2017, to boost the University's offshore student population and to build a capability platform for research and engagement in this region. Current students will also benefit from the University's multiple campuses. In 2017, two cohorts of students from the Bentley Campus participated in a study abroad experience at Curtin Malaysia. Also in 2017, the University received \$1.2 million in Federal Government funding for the New Colombo Plan student mobility program, which includes \$400,000 for intercampus projects to commence in 2018.

Curtin has also maintained a strong domestic market position. The University has succeeded in growing its market share of WA first preference applicants through the Tertiary Institutions Service Centre (TISC) to 51 per cent, despite a smaller applicant pool this year. Curtin's TISC first preferences show healthy demand for the University's courses among this cohort and we continue to attract an increasing number of high achieving students.

Curtin's global reputation is a factor in attracting students and staff to the University's campuses and in enabling the University to establish collaborations with globally renowned institutions. Curtin maintains a competitive position after improving on the major university ranking systems this year. Of particular significance is the University's impressive rise on the prestigious Academic Ranking of World Universities (ARWU); Curtin is now positioned 180 in the world, up from 211 in 2016. The University is also well-positioned in a number of subject rankings, including placing second in the world and first in Australia for mineral and mining engineering, and among the world's top 50 institutions for nursing and chemical engineering.

CHANGES TO THE LEGAL ENVIRONMENT AFFECTING THE UNIVERSITY IN 2017

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

COMMONWEALTH LEGISLATION

The Commonwealth Minister for Education and Training instituted new national standards for higher education in Australia – the Higher Education Standards Framework (Threshold Standards) 2015 (HESF) which commenced for regulatory purposes from 1 January 2017. The changes within the revised framework has impact on quality assurance, course accreditation and reaccreditation. The Tertiary Education Quality and Standards Agency (TEQSA) will evaluate all registered providers of higher education to ensure that they meet and continue to meet the requirements of the new HES Framework. Monitoring of compliance of the HESF at Curtin is undertaken on an annual basis by the Academic Board.

REPORT ON OPERATIONS (CONTINUED)

OTHER DISCLOSURES AND LEGAL REQUIREMENTS

ACT OF GRACE PAYMENTS

In 2017 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 2017 the following costs were recorded against these items:

	Amount \$ (excl GST)
Advertising Agencies	1,601,335
Campaign	-
Non-campaign	1,601,335
Market research organisations	63,150
Media advertising organisations	2,145,473
Grand Total	3,809,957

CAPITAL WORKS

Projects completed in 2017

Kalgoorlie Campus student housing (Agricola College)

- This project replaced the existing housing at Kalgoorlie with the construction of 180 new beds and the refurbishment of 48 beds. The building was occupied by students for semester one in 2017.
- The total end cost was \$32 million with \$21.1 million being contributed from Royalties for Regions funding.

Curtin Connect – student engagement in buildings 101, 102 and 103

- This project created a benchmark single stop 'shop' for students and prospective students to engage face to face for all student services. Utilising the original Hayman Theatre as the main engagement space, it is a technology enabled and welcoming interactive environment.
- The project was completed in mid-2017 with a total end cost of \$10.5 million.

General refurbishments

- In 2017 a wide variety of refurbishment programs were undertaken including a number of access and inclusion projects (B204, B602, B100, B407, B408, B901), the delivery of CAT 6 telecommunications upgrades across campus, B101 office refurbishment, and the relocation of Shenton Park activities (Faculty of Health Sciences).

Projects commenced in 2017

Midland Campus (Health)

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

Curtin bus interchange

- This project is designed to create an integrated, accessible and vibrant transport terminal in the heart of the campus. As part of the Greater Curtin Stage One outcome it will provide an uplift in amenity, economic diversity and transport choice for Curtin and the community.
- The project is forecast for construction completion in mid-2018 with handover to the Public Transport Authority to commence operations thereafter. The project is forecast to be delivered within the funding provision of \$15.4 million.

Creative Quarter bicycle hub

- At the southern end of the Sir Charles Court Promenade, adjacent to the School of Media, Creative Arts and Social Enquiry, this highly innovative public realm project will provide secure access bicycle storage for 200 bicycles in addition to public realm upgrades to allow year-round place activation.
- The project is due for completion in early 2018 for a total project cost of \$4.2 million.

School of Design and Built Environment upgrade

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

Projects forecast to commence construction in 2018

Greater Curtin Stage One (including School of Design and Built Environment)

- 2017 saw the completion of the procurement process to select a private sector consortia to finance, deliver and operate Stage One. Following Council approval in October 2017, Curtin is in final negotiation with the preferred proponent to reach project agreement. Execution of the deal is expected by mid-2018 with construction commencement possible by end 2018.
- With an end capital value at circa \$450 million, the scope includes student accommodation, short-stay accommodation and apartments, academic and industry partner space, retail and other supporting amenity and infrastructure.

Building 311 PC2 super-laboratory pilot (and compliance refurbishment works)

- This project will develop a prototype 96 seat multidisciplinary undergraduate science teaching laboratory. It forms part of the Curtin Super Sciences Program and is linked to the University's Research Capacity Building programs.
- Currently in the planning phase, construction is forecast to commence in late 2018 for completion in 2019 and with a funding provision of \$11.5 million.

Building 105 TL Robertson Library upgrade

- The library requires a major upgrade in order to provide a best-practice, contemporary, fit for purpose library facility.
- To maintain ongoing library operations at all times, the delivery strategy consists of two stages with Stage One comprising a new services tower and related infrastructure upgrades along with a new entrance and updated ground plane. Stage One will commence construction at end 2018 with a funding provision of \$57.5 million. Timing for Stage Two is to be determined.



A new bus interchange is forecast for completion in mid-2018. At the northern end of the Bentley Campus, it forms part of the Greater Curtin Stage One project.

REPORT ON OPERATIONS (CONTINUED)

COUNCIL AND COMMITTEE REMUNERATION

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

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2017 financial year ¹
Chancellor	Mr Colin Beckett	Annual	12 months	\$80,000.00
Council Member	Mr Kim Bridge	Annual	10 months, 14 days	\$13,084.24
Council Member (Committee member)	Dr Andrew Crane	Annual	12 months	Zero
Council Member (Student)	Mr Sebastian Davies-Slate	Annual	8 months, 18 days	\$3,750.00
Council Member (Student)	Ms Noni Elliott Hobbs	Annual	3 months, 12 days	\$1250.00
Committee Member (Staff member)	Prof Paul Fairall	No entitlement	12 months	Zero
Committee Member (Co-opted)	Ms Beth Gordon	\$2,000.00 per meeting	12 months	\$20,000.00
Committee Member (Co-opted)	Mr Damian Gordon	\$2,000.00 per meeting	12 months	\$20,000.00
Council Member	Dr Vanessa Guthrie	Annual	9 months	\$11,250.00
Council Member (Committee member)	Mr Alex Jones	Annual	12 months	\$20,000.00
Council Member (Committee member)	Mr Michael Lishman	Annual	12 months	\$15,000.00 ²
Council Member (Staff member)	Assoc Prof Linley Lord	No entitlement	12 months	Zero
Council Member (Staff member)	Mr Andrew McLean	No entitlement	12 months	Zero
Council Member (Student)	Mr Liam O'Neill	Annual	12 months	Zero
Council Member (Staff member)	Prof Dale Pinto	No entitlement	3 months	Zero
Council Member (Committee Chair)	Mr Steve Scudamore	Annual	12 months	\$35,000.00
Council Member (Staff member)	Prof Glenda Scully	No entitlement	12 months	Zero
Committee Member (Co-opted)	Mr David Southam	\$2,000.00 per meeting	12 months	\$8,000.00
Council Member (Committee member)	Dr Michael Stanford	Annual	11 months, 1 day	\$18,369.57
Council Member (Vice-Chancellor)	Prof Deborah Terry	No entitlement	12 months	Zero
Council Member (Committee Chair)	Mr Gene Tilbrook	Annual	12 months	\$35,000.00
Council Member (Pro Chancellor)	Ms Sue Wilson	Annual	12 months	\$50,000.00 ³

1. Includes sacrificed remuneration made as a donation to the Curtin University Foundation or payment made to a superannuation fund

2. Final quarterly payment for 2017 to be paid in 2018

3. Includes final quarterly payment for 2016

DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

An updated indemnity agreement was entered into between the University and specific directors, committee members and officers. Under the agreement, the University has agreed to indemnify those directors, committee members 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 2017 the University paid a premium in respect of a contract of insurance for the directors and officers of the University and all related bodies corporate, against liabilities incurred in acting in such capacities, to the extent permitted under the Corporations Act 2001. The contract prohibits the disclosure of the nature of the liabilities and/or the amount of the premium.

DISABILITY ACCESS AND INCLUSION PLAN (DAIP) OUTCOMES

In 2017 Curtin completed the five-year review of the 2012-2017 DAIP, and developed our new plan. Good progress was made on long term initiatives and major projects, and our new plan reflects this. Throughout 2017 the following progress was made against the stated initiatives to address the seven outcomes prescribed under legislation and monitored by the Department of Communities – Disability Services.

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

The DAIP was discussed and reviewed with our Dubai campus as part of start-up and operational approvals and we will progress as required with our global partners.

The Curtin Specialist Mentor Program (CSMP) was further developed for students on the autism spectrum, which also now seeks links for mentee employment, work experience, internships and scholarship opportunities with industry partners.

The Accessible Events Checklist continues to be promulgated enterprise-wide with particular attention paid to faculties in order to increase awareness of the current DAIP.

Automation of Curtin Access Plans, enabling students to access reasonable adjustments to assist them in their course requirements, is underway with relevant stakeholders across the University. Curtin Access Plans (CAP) were reviewed with wide feedback from within Curtin and national disability services colleagues. CAP visibility within Student Systems was made as a priority. CAP information is now included in staff education sessions and an updated Disability Services website have been completed in response to individual staff and faculty requests.

The Accessible Enrolments Strategy was implemented and includes e-application, e-enrolment and physical attendance options e.g. enrolment forms available via webpage, quick forms in OASIS account, hardcopies and student email requests.

In order to meet the requirements of industry and community organisations that host Curtin students we have developed inherent requirements (IR) for courses requiring a work-integrated learning (WIL) placement. Fieldwork Policy & Procedures and the Fieldwork Manual have been updated to include processes to accommodate placement students with disability.

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

The Universal Access Manager role was embedded into the Properties, Facilities & Development organisational structure to support compliance and communication of universal design, access and inclusion initiatives. This is demonstrated by Universal Design (UD) considerations in the development of Curtin's Wayfinding Strategy and is also being tested against internal and external capital projects.

Under the "improving access options" component of the Transport Plan, a cycling/ pedestrian network audit was completed including consideration of UD. Data from these audits will assist in developing a works program including:

1. A cycling and pedestrian network improvement plan
2. Review of ACROD bays including the Threshold Project, aiming to improve ACROD bay users' experience of the campus by considering better connectivity to buildings and end of trip facilities
3. A pedestrian crossing safety program across the campus and surrounding areas

A review of the Tertiary Education Facilities Management Association's accessibility rating was completed.

A tool for measuring accessibility for multiple purposes including space management and benchmarking is being developed for trial.

The Access & Inclusion Works Program (AIP) is included in the Properties capital program budget for 2018, with over \$300,000 allocated for works to improve access and inclusion informed by stakeholder feedback.

Emergency evacuation guidelines for people with disability have been completed and are due for launch in February 2018.

The Liveable Housing Project collaboration where Curtin developed a series of audio-visual materials to educate students in UD principles in the built environment was completed.

REPORT ON OPERATIONS (CONTINUED)

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

All University Marketing websites currently meet WCAG 2.0(AA) standards. To ensure full compliance across the University we intend to implement intelligent automation of assurance activities in the form of a web monitoring tool suite, with live data on daily issues regarding accessibility. This will involve regular testing of the Curtin web domain to assess accessibility status opposite WCAG 2.0 (AA) guidelines, providing regular recommendations to resolve any issues highlighted, and continuous tracking and monitoring of the web compliance progress.

Cornerstone platform accessibility and future contract requirements are currently being considered prior to the renewal of the current agreement and enable compatibility with JAWS screen reading software for online training delivery.

A working party was set up to examine the development of UD guidelines for teaching staff to embed these principles into the delivery of course materials. The Echo 360 ALP (Active Learning Platform) was requested to display captions by default, for recorded materials.

The Curtin Universal Design website, which provides information on how to embed UD into all university activities, went live at end of 2017. To ensure accessibility of corporate applications for people with disability, Curtin Information Technology Services ensures appropriate vendor contracts include a Special Condition DAIP clause, and that vendors are aware of the reporting requirement and their responsibilities to act in accordance with Curtin's DAIP.

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 training module was completed in December 2017, for roll out and delivery to all Curtin Staff in early 2018.

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

All Disability Advisor roles are looking to be rebranded as "AccessAbility Advisors" (staff/students) in early 2018, to reduce perceived focus on disability in terms of 'deficit', and place emphasis on individual capability in the work and study environments.

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

The Integrity and Standards Unit has identified within its Operational Area plan and Client Feedback Mechanism Strategy, how it intends to collect feedback to continuously improve our complaints process, including its accessibility.

MARKETING AND COMMUNICATION ACTIVITIES

University Marketing and Curtin International collaborated closely in 2017, with two key priorities: international student recruitment and global positioning.

University Marketing and Curtin International formed a 'global positioning taskforce' to develop a strategy to improve Curtin's position in university rankings that rely heavily on brand perception, such as the QS World University Rankings, which are largely the result of a survey of influential academics and employers. The taskforce investigated ways of ensuring Curtin is front of mind with these survey groups and will take steps in 2018 to put its strategy into action.

In support of Curtin's newest campus, Curtin Dubai, University Marketing worked closely with the local partner to ensure support the campus launch and ensure high quality, consistent branding. University Marketing developed a multi-channel brand advertising campaign to launch the brand and provided advice and a range of marketing collateral, including web templates, style guides and existing publications, to guide their recruitment and branding activities.

Regular bi-monthly global campus marketing forums were established and close collaboration with all Curtin's international campuses and partners will continue to be a high priority into 2018 and beyond, to ensure the ongoing consistency of our global brand.

In the student recruitment space, University Marketing worked with Curtin International to assess the current international lead generation program. In the second half of 2017, both areas worked closely to create a central marketing and lead generation plan that will set us up to strengthen recruitment into priority regions for 2018, developed in consultation with relevant faculty representatives. The plan now includes a China-specific strategy being implemented by a local specialist Chinese agency.

Further work is being done to bring all campus advertising into this central plan, which will create one central global marketing plan and present the University as 'One Curtin', with clear articulation of global study and exchange opportunities. This work will be ongoing in 2018.

Curtin's domestic student recruitment efforts once again delivered extremely pleasing results, with 51 per cent of WA's undergraduate applicants nominating Curtin as their first preference in 2017. Curtin Open Day, the largest recruitment event of the year, set a new attendance record, welcoming 24,900 visitors to the Bentley Campus.

Further work has been done to expand our use of marketing automation via the procured platform, Marketo. The platform enables tailored messaging to prospective students across multiple channels, based on their interests and level of education. The aim is to create a more desirable and personalised interaction with Curtin and through more relevant and timely messaging, support a stronger recruitment pipeline from our key target audience segments. Real-time analytics enable the continuous profiling and refinement of audience segments, optimization of communication and ability to strengthen conversion.

Some successful international conversion pilots on this platform were carried out with international recruitment during 2017 and will remain a priority for 2018.

University Marketing, in collaboration with Curtin IT Services and the Office of Research and Development, reworked the curtin.edu.au/research website in late 2017 to better support the University's efforts to profile and build scale in key areas of research strength.

The project involved a complete overhaul of the content and structure of Curtin's internally and externally facing web content, based on audience and business needs. A key component of the project was the creation of a new digital platform and publishing model for Curtin's research news and events, which replaces the printed magazine R&D Now, which had been Curtin's primary vehicle for this type of communication for more than a decade.



Curtin University Marketing won Marketing Team of the Year at the 2017 Australian Marketing Institute Awards, beating other brands such as ME Bank, Tourism Australia and Fairfax Media.

PRICING POLICY ON OUTPUTS PROVIDED

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

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

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

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

RECONCILIATION ACTION PLAN (RAP)

In 2017 Curtin continued the implementation of its RAP 2014-2017 with highlights including on-country visits for staff and students as part of the Indigenous Cultural Capabilities Framework, the Student Internship Program which provides employment at Curtin for our students, and the partnership with the Bringing Them Home Committee resulting in Curtin students undertaking work integrated learning with communities on site work for Healing Centres at Carrolup/Marribank and Wandering.

The RAP 2014-2017 was evaluated and preparation of the RAP 2018-2020 commenced. Reconciliation Australia has confirmed that this should be at Elevate level, the highest level in the RAP framework, recognising Curtin's ongoing commitment and contribution to reconciliation, with an emphasis continuing Curtin's distinctive contribution as a University in education and employment, and on progressing reconciliation through community partnerships and collaboration.

REPORT ON OPERATIONS (CONTINUED)

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

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

Significant improvements and developments

- A revised and renamed Information Management Policy that better supports Curtin's new Strategic Plan was approved
- Groundwork was undertaken in 2017 to enable the University to capitalise on existing IT infrastructure to provide more mature alternatives to network drives in 2018
- A valuable collection of anthropological film reels and documents known as "The Melanesian Film Archive" were successfully moved from storage in Curtin's Shenton Park campus to a new purpose built facility on the Bentley Campus.
- A collection of archival material was curated and exhibited at the John Curtin Gallery to celebrate Curtin's fiftieth anniversary.
- Over 6,000 boxes of old hard copy records were securely and legally destroyed in 2017 reducing offsite records storage holdings.

Ongoing records and information management training

- New online recordkeeping awareness compliance course launched in July 2017
- More than 1,500 staff completed the online information management awareness training in 2017. 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.
- Training was made available for all staff on creating and keeping records; sentencing, retention and disposal of information. 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.
- 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.

The key areas of focus during 2017 included:

- **Risk transfer through insurance or self-insurance:** Following extensive market testing, Curtin moved a substantial proportion of its insurance portfolio to Unimutual, delivering cost savings as well as access to risk and insurance products that are tailored to higher education. At the same time a risk profiling review was conducted to better understand the extent to which insurable risks are appropriately covered. The outcome of the review noted that 95 per cent percent of risks are at least 'partially insured', with 66 per cent classified as 'insured'. This is considered average from assessments completed with businesses of a similar nature. There are 12 risks assessed to have a potentially 'catastrophic' impact. Ten of these have been classified as "insured" and two as partially insured.
- **Strategy:** A revised strategic risk profile to support the 2017-2020 Strategic Plan was completed included the inclusion of a new risk dealing with operational sustainability. Throughout the year Curtin's risk profile has improved, however risks relating to domestic and international competition remain a focus. Key risk indicators are now embedded in all strategic risks, and there are plans to develop key risk indicators for our international campus operations.
- **Policy and systems:** Consistent with the COSO June 2017 paper *Enterprise Risk Management - Integrating Strategy and Performance*, work commenced during the year to integrate strategy, risk and compliance at a policy level initially. Looking forward this is expected to be followed by an integrated system solutions for enterprise risk management and business continuity, with a longer term view to integrate across strategy and compliance where possible.
- **Internal Audit and Assurance:** During 2017, Curtin moved from co-sourced to a fully outsourced audit and assurance service. A revised Audit, Risk and Compliance Committee Constitution was approved by Council along with an updated Internal Audit and Assurance Mandate. Apart from reflecting the full outsourcing, changes to these documents incorporated formalising the role of the committee relating to technology control frameworks, organisational culture and organisational resilience.

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.

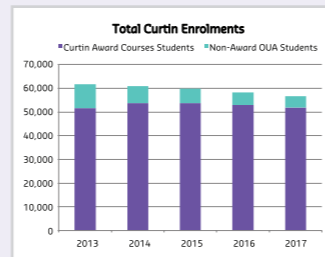
At 31 December 2017, the University had no subsidiaries.

VOLUNTARY CODE OF BEST PRACTICE FOR THE GOVERNANCE OF AUSTRALIAN UNIVERSITIES

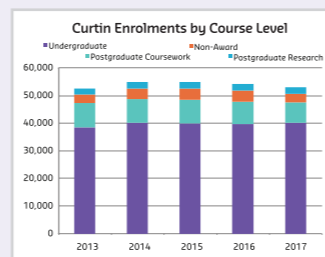
At its meeting on 7 December 2011, Council adopted the Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. A compliance report for 2017 was noted by Council at its meeting on 14 February 2018. The University complies with all 14 protocols.

CURTIN KEY STATISTICS

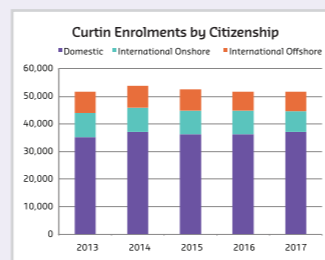
	2013	2014	2015	2016	2017
STUDENT HEADCOUNT					
Total Curtin Enrolments	61,724	60,762	59,942	58,217	56,662



	2013	2014	2015	2016	2017
STUDENT HEADCOUNT EXCLUDING NON-AWARD OPEN UNIVERSITIES AUSTRALIA (OUA) STUDENTS *					
Total Curtin Enrolments	51,595	53,617	53,611	52,994	51,837
Attendance: Full-time ratio	68%	68%	69%	69%	68%

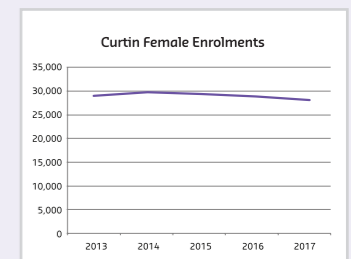


Broad Field of Education	2013	2014	2015	2016	2017
Agriculture, Environmental and Related Studies	197	212	208	209	222
Architecture and Building	2,309	2,366	2,317	2,330	2,369
Creative Arts	1,064	988	962	930	888
Education	4,675	4,531	4,324	4,272	4,593
Engineering and Related Technologies	6,541	6,965	6,996	6,978	6,501
Health	9,313	9,788	9,456	9,507	9,370
Information Technology	718	600	468	408	412
Management and Commerce	14,407	14,373	14,063	13,304	12,483
Natural and Physical Sciences	3,693	3,809	4,183	4,415	4,484
Society and Culture	8,894	10,486	10,956	11,030	10,792
Non-Award	886	900	847	804	854

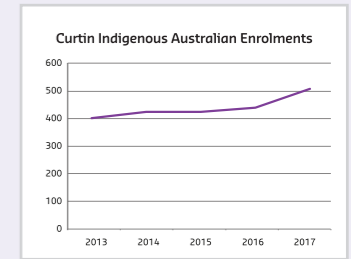


DEMOGRAPHY AND EQUITY					
Student Citizenship					
Domestic Students	35,229	37,218	36,192	36,326	37,169
International Students studying in Australia [^]	8,742	8,656	8,733	8,509	7,547
from : China (%)	32%	30%	28%	25%	25%
Malaysia (%)	14%	13%	12%	12%	13%
India (%)	3%	4%	7%	13%	11%
Indonesia (%)	5%	4%	4%	4%	5%
Singapore (%)	7%	6%	6%	5%	5%

	2013	2014	2015	2016	2017
International Students studying outside Australia^o	7,818	7,926	7,745	6,912	7,121
from : Malaysia (%)	37%	37%	40%	45%	44%
Mauritius (%)	14%	15%	17%	19%	19%
Singapore (%)	20%	18%	15%	11%	12%
China (%)	3%	4%	4%	4%	4%
Sri Lanka	2%	1%	2%	3%	4%

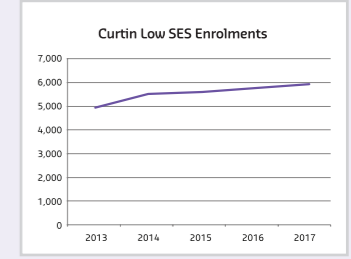


Gender					
Female Students	29,121	29,887	29,573	29,057	28,365
Female Proportion	56%	56%	55%	55%	55%

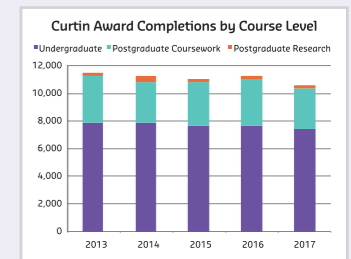


Indigenous Australian Students					
Low Socio-Economic Status (SES) Students	4,959	5,469	5,563	5,754	5,872

AWARD COMPLETIONS					
Total Curtin Completions	11,267	10,919	10,835	11,025	10,406

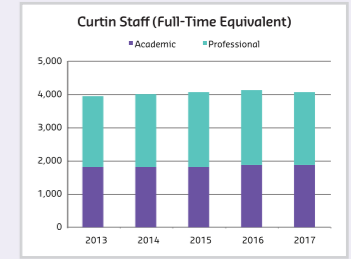


Course Level					
Postgraduate Research	284	299	294	307	347
Postgraduate Coursework	3,178	2,994	3,146	3,153	2,696
Undergraduate	7,805	7,626	7,395	7,565	7,363



STAFF (FULL-TIME EQUIVALENT) #					
Total Curtin Staff	3,950	3,987	4,019	4,099	4,068

Work Function					
Academic	1,828	1,831	1,841	1,883	1,866
Teaching	612	613	700	702	698
Research	279	361	426	491	504
Teaching and Research	798	720	623	610	595
Other	138	137	92	80	69
Professional	2,122	2,156	2,178	2,216	2,202



* 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.

[^] Percentages represent the proportion of international students studying in Australia, not the proportion of the total Curtin population.

^o Percentages represent the proportion of international students studying outside Australia, not the proportion of the total Curtin population.

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 2017, while the prior year published in the 2016 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

Report on the Financial Statements

Opinion

I have audited the financial statements of Curtin University which comprise the Statement of Financial Position as at 31 December 2017, 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 for the year ended 31 December 2017 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, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- 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. 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 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 2017.

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 for the year ended 31 December 2017. 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 are relevant and appropriate to assist users to assess the University's performance and fairly represent indicated performance for the year ended 31 December 2017.

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 for the year ended 31 December 2017 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
22 March 2018

FINANCIAL REPORT 2017

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CERTIFICATIONS

CERTIFICATION OF THE FINANCIAL STATEMENTS

The accompanying financial statements of Curtin University 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 2017 and the financial position as at 31 December 2017.

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 21st day of March 2018

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 2017 was for the purpose(s) for which it was intended and that Curtin University has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.

Curtin University 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 21st day of March 2018

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2017

	Note	2017 \$'000	2016 \$'000
Revenue from Continuing Operations			
Australian Government financial assistance:			
Australian Government grants	3	347,088	347,448
HELP – Australian Government payments	3	179,490	171,452
State and Local Government financial assistance	4	27,449	23,356
HECS-HELP – student payments		22,842	25,182
Fees and charges	5	221,757	227,153
Investment revenue	6	30,548	31,857
Royalties, trademarks and licences	7	20,458	30,139
Consultancy and contract research	8	31,856	30,487
Other revenue	9	30,406	28,070
Total Revenue from Continuing Operations		911,894	915,144
Net (loss)/gain on disposal of non-current assets		(552)	(48)
Total Income from Continuing Operations		911,342	915,096
Expenses from Continuing Operations			
Employee related expenses	10	536,646	546,004
Depreciation and amortisation	20	60,080	55,535
Repairs and maintenance	11	13,767	14,266
Borrowing costs	12	3,603	3,723
Impairment of assets		519	1,207
Deferred superannuation expense	10/34(b)	386	344
Other expenses	13	245,107	255,944
Total Expenses from Continuing Operations		860,108	877,023
Net result for the Year		51,234	38,073
Other Comprehensive Income			
Items that may be reclassified to profit or loss:			
Net investment revaluation gain/(loss)	25(a)	28,371	8,773
Total Comprehensive Income		79,605	46,846

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

STATEMENT OF FINANCIAL POSITION

as at 31 December 2017

	Note	2017 \$'000	2016 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents:			
Unrestricted	15(a)	51,054	26,804
Restricted	15(b)	1,998	1,960
Receivables	16	29,538	28,058
Inventories		56	89
Other financial assets:			
Unrestricted	17	450	450
Restricted	18	137,491	125,957
Other non-financial assets	19	22,347	29,616
Total Current Assets		242,934	212,934
Non-Current Assets			
Receivables	16	57,980	57,525
Other financial assets – unrestricted	17	376,158	349,154
Other non-financial assets	19	5,588	3,790
Property, plant and equipment	20	991,360	974,767
Total Non-Current Assets		1,431,086	1,385,236
Total Assets		1,674,020	1,598,170
LIABILITIES			
Current Liabilities			
Trade and other payables	21	17,374	22,732
Borrowings	23	20,858	1,881
Provisions	24	71,075	71,873
Other liabilities	22	80,781	75,504
Total Current Liabilities		190,088	171,990
Non-Current Liabilities			
Borrowings	23	31,736	52,595
Provisions	24	87,797	88,791
Total Non-Current Liabilities		119,533	141,386
Total Liabilities		309,621	313,376
Net Assets		1,364,399	1,284,794
EQUITY			
Reserves	25	183,970	149,959
Retained earnings	25	1,180,429	1,134,835
Total Equity		1,364,399	1,284,794

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 2017

	Note	Reserves \$'000	Retained Earnings \$'000	Total Equity \$'000
Balance at 1 January 2016		138,934	1,099,014	1,237,948
Net result for the year		-	38,073	38,073
Other comprehensive income for the year	25(a)	8,773	-	8,773
Transfers from retained earnings	25(b)	32,943	(32,943)	-
Transfers to retained earnings	25(b)	(30,691)	30,691	-
Balance at 31 December 2016	25	149,959	1,134,835	1,284,794
Net result for the year		-	51,234	51,234
Other comprehensive income for the year	25(a)	28,371	-	28,371
Transfers from retained earnings	25(b)	38,403	(38,403)	-
Transfers to retained earnings	25(b)	(32,763)	32,763	-
Balance at 31 December 2017	25	183,970	1,180,429	1,364,399

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 2017

	Note	2017 \$'000	2016 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Australian Government grants received	3(g)	525,340	520,339
State and Local Government financial assistance		27,988	23,356
HECS-HELP – student payments		22,842	25,182
Fees and charges		218,605	230,645
Royalties, trademarks and licences		20,755	29,839
Consultancy and contract research		32,514	30,591
Interest received		1,396	1,318
Distributions received		20,583	26,525
Other		12,476	7,088
GST refunds received		14,113	22,558
Payments			
Payments for employee benefits		(537,737)	(547,633)
Payments to suppliers		(250,783)	(275,688)
Interest and other costs of finance paid		(3,166)	(4,179)
Net cash provided by/(used in) operating activities	15(c)	104,926	89,941
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, plant and equipment		(75,033)	(147,579)
Proceeds on sale of property, plant and equipment		17	54
Payments for investments		(3,741)	-
Proceeds on redemption of investments		-	44,948
Net cash provided by/(used in) investing activities		(78,757)	(102,577)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings		(1,881)	(1,758)
Proceeds from borrowings		-	-
Net cash provided by/(used in) financing activities		(1,881)	(1,758)
Net increase/(decrease) in cash and cash equivalents		24,288	(14,394)
Cash and cash equivalents at the beginning of the financial year		28,764	43,158
Cash and cash equivalents at the end of the financial year	15(b)	53,052	28,764

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 2017

1 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

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 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.

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

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.

Date of authorisation for issue

The financial statements were authorised for issue by the members of the University Council on 21 March 2018.

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 26(b)).

Accrual basis of accounting

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

(b) Critical accounting estimates and judgements

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 below.

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.

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

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).

(c) Revenue

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.

(d) 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 and expenses that it incurs and its share of the income that it earns from the joint research activities.

(e) 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.

(f) Taxes

Income tax

Curtin University 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.

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.

(g) Comparative figures

Where appropriate, comparative figures have been 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 2017

1 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (continued)

(h) New Accounting Standards and Interpretations

Effective for the first time

The University has adopted the following standards and interpretations for the current reporting period:

AASB 2015-2 - 'Amendments to Australian Accounting Standards - Disclosure Initiative: Amendments to AASB 101', which has streamlined presentation of the financial statements.

Issued but not yet effective

A number of new Accounting Standards and Interpretations have been published that are not mandatory for the 31 December 2017 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
- AASB 1058 - Income of Not-for-Profit Entities
- AASB 1059 - Service Concession Arrangements: Grantors

2 DISAGGREGATED INFORMATION

	Revenue		Results ¹		Assets	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Geographical						
Australia	894,535	897,448	36,360	22,440	1,674,020	1,598,170
Asia	13,571	14,587	11,123	12,565	-	-
Other	3,788	3,109	3,751	3,068	-	-
Total	911,894	915,144	51,234	38,073	1,674,020	1,598,170

¹ 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 2017

3 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP)

ACCOUNTING POLICY

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.

Unspent non-reciprocal research grant funds at the end of each financial year are recognised by way of a Research Grants Reserve (refer Note 25(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.

	Note	2017 \$'000	2016 \$'000
(a) Commonwealth Grants Scheme (CGS) and Other Grants			
Commonwealth Grants Scheme		243,855	247,666
Indigenous Support Program		948	1,138
Disability Support Program		149	150
Partnership and Participation Program		4,220	5,407
Total Commonwealth Grants Scheme and Other Grants	35(a)	249,172	254,361
(b) Higher Education Loan Programs (excl OS-HELP)			
HECS-HELP		153,161	144,428
FEE-HELP		23,741	24,785
SA-HELP		2,588	2,239
Total Higher Education Loan Programs	35(b)	179,490	171,452
(c) Research Training Program			
Research Training Program		25,313	-
Australian Postgraduate Awards		-	7,217
Indigenous Access Scholarships		-	39
International Postgraduate Research Scholarships		-	568
Commonwealth Education Costs Scholarships		72	38
Commonwealth Accommodation Scholarships		-	21
Research Training Scheme		-	16,964
Total Research Training Program	35(c)	25,385	24,847
(d) Research Support Program			
Research Support Program		18,763	-
Joint Research Engagement Program		-	9,263
JRE Engineering Cadetships		-	156
Sustainable Research Excellence in Universities		-	3,039
Research Infrastructure Block Grants		-	4,063
Total Research Support Program	35(d)	18,763	16,521

Notes To The Financial Statements (continued)
for the year ended 31 December 2017

	Note	2017 \$'000	2016 \$'000
3 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)			
(e) Australian Research Council (ARC)			
(i) Discovery			
Project		7,426	7,002
Fellowships		2,227	2,472
Total Discovery	35(e)	9,653	9,474
(ii) Linkages			
Infrastructure		663	1,539
Projects		3,233	3,494
Total Linkages	35(e)	3,896	5,033
(iii) Centres			
Centres		1,375	939
Others		123	69
Total Centres	35(e)	1,498	1,008
Total ARC		15,047	15,515
(f) Other Australian Government Financial Assistance			
Non-capital			
CRC Cooperative Research Centres Funding		5,959	6,230
CSIRO Flagship Collaborative Research Program		45	220
NHMRC Grants		8,364	5,642
Other Commonwealth Research Income		12,384	13,508
Other Teaching Grants		755	594
Other Commonwealth Grants		9,000	8,248
Research Funds from Other Universities		1,310	1,354
		37,817	35,796
Capital			
CRC Cooperative Research Centres Funding		-	14
NHMRC Grants		-	18
Other Commonwealth Research Income		-	39
Other Commonwealth Grants		104	325
Research Funds from Other Universities		800	12
		904	408
Total Other Australian Government Financial Assistance		38,721	36,204
Total Australian Government Financial Assistance		526,578	518,900

Notes To The Financial Statements (continued)
for the year ended 31 December 2017

	Note	2017 \$'000	2016 \$'000
3 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)			
Reconciliation			
Australian Government grants [a+c+d+e+f]		347,088	347,448
HECS-HELP payments		153,161	144,428
FEE-HELP payments		23,741	24,785
SA-HELP payments		2,588	2,239
		179,490	171,452
Total Australian Government Financial Assistance		526,578	518,900
(g) Australian Government Grants received – Cash Basis			
CGS and Other EDUCATION Grants	35(a)	249,687	257,237
Higher Education Loan Programs	35(b)	179,701	175,340
Research Training Program	35(c)	25,385	24,749
Research Support Program	35(d)	18,763	16,521
ARC grants - Discovery	35(e)	9,337	9,083
ARC grants - Linkages	35(e)	3,563	4,716
ARC grants - Centres	35(e)	1,498	1,008
Other Australian Government Grants		29,209	24,954
Total Australian Government Grants Received – Cash Basis		517,143	513,608
OS-HELP (Net)	35(f)	2,449	1,384
Superannuation Supplementation	35(g)	5,748	5,347
Total Australian Government Funding Received – Cash Basis		525,340	520,339
4 STATE AND LOCAL GOVERNMENT FINANCIAL ASSISTANCE			
ACCOUNTING POLICY			
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.			
Unspent non-reciprocal research grant funds at the end of each financial year are recognised by way of a Research Grants Reserve (refer Note 25(b)). This reserve is released as expenditure is incurred.			
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.			
Non-capital			
State Government		13,881	12,328
Capital			
State Government		13,568	11,028
Total State and Local Government Financial Assistance		27,449	23,356

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

5 FEES AND CHARGES**ACCOUNTING POLICY**

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

	Note	2017 \$'000	2016 \$'000
Course Fees and Charges			
Fee-paying onshore overseas students		171,978	174,617
Fee-paying offshore overseas students		6,142	6,146
Continuing education		2,108	2,118
Fee-paying domestic postgraduate students		8,425	10,508
Fee-paying domestic non-award students		10,500	10,920
Total Course Fees and Charges		199,153	204,309
Other Non-Course Fees and Charges			
Late fees		242	245
Library fines		53	61
Parking fees		6,650	5,854
Registration fees		198	180
Ancillary fees		8	199
Student accommodation		9,831	9,888
Student Services and Amenities Fees from students		3,074	3,399
Other fees and charges		2,548	3,018
Total Other Non-Course Fees and Charges		22,604	22,844
Total Fees and Charges		221,757	227,153

6 INVESTMENT REVENUE AND OTHER INVESTMENT INCOME**ACCOUNTING POLICY**

Investment income is recognised as it is earned.

Distributions and dividends from available-for-sale investments		22,466	24,332
Gain/(loss) on disposal of available-for-sale investments		652	885
Cumulative gain/(loss) reclassified from equity on disposal of available-for-sale investments		5,415	5,336
Dividends		500	-
Interest		1,515	1,304
Total Investment Revenue		30,548	31,857

7 ROYALTIES, TRADEMARKS AND LICENCES**ACCOUNTING POLICY**

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.

Royalties		20,458	30,139
Total Royalties, Trademarks and Licences		20,458	30,139

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

8 CONSULTANCY AND CONTRACT RESEARCH**ACCOUNTING POLICY**

Reciprocal contract research income from non-government entities is recognised as revenue when the University has provided the service to the customer. Non-reciprocal research income 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 25(b)). This reserve is released as expenditure is incurred.

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

	Note	2017 \$'000	2016 \$'000
Consultancy		5,034	6,732
Contract research		26,822	23,755
Total Consultancy and Contract Research		31,856	30,487

9 OTHER REVENUE**ACCOUNTING POLICY**

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.

Trading income		7,830	8,077
Rental income		7,196	7,476
Donations		2,854	1,991
Scholarships and prizes		1,761	1,133
Non-government grants		6,334	5,940
Insurance claims		967	163
Staff salary cost recoveries		1,455	1,455
Proceeds from sale of minor equipment		6	49
Conference income		684	519
Other		1,319	1,267
Total Other Revenue		30,406	28,070

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

10 EMPLOYEE RELATED EXPENSES

ACCOUNTING POLICY

Contributions to defined contribution superannuation funds are recognised as an expense as they become payable. Past service costs are recognised in profit or loss immediately.

	Note	2017 \$'000	2016 \$'000
Academic			
Salaries		214,069	215,451
Contribution to superannuation and pension schemes			
Contribution to unfunded schemes		531	238
Contribution to funded schemes		34,915	34,978
Long service leave		5,213	7,443
Annual leave		15,349	15,994
Payroll tax		14,810	14,704
Worker's compensation		490	639
Total Academic		285,377	289,447
Non-Academic			
Salaries		189,791	191,614
Contribution to superannuation and pension schemes			
Contributions to unfunded schemes		(19)	(232)
Contributions to funded schemes		29,911	29,996
Long service leave		4,863	7,172
Annual leave		13,572	14,506
Payroll tax		12,917	13,077
Worker's compensation		234	424
Total Non-Academic		251,269	256,557
Total Employee Related Expenses		536,646	546,004
Deferred superannuation expense	34(b)	386	344
Total Employee Related Expenses including Deferred Government Employee Benefits for Superannuation		537,032	546,348
11 REPAIRS AND MAINTENANCE			
Building repairs		5,770	6,349
General infrastructure maintenance		6,475	6,589
Parks and gardens		1,522	1,328
Total Repairs and Maintenance		13,767	14,266

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

12 BORROWING COSTS

ACCOUNTING POLICY

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.

	Note	2017 \$'000	2016 \$'000
Interest on borrowings		3,603	3,723
Less: Amount capitalised		-	-
Total Borrowing Costs		3,603	3,723

13 OTHER EXPENSES

ACCOUNTING POLICY

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.

Research and development costs are expensed to the Statement of Comprehensive Income as incurred.

Advertising, marketing and promotional		5,182	6,047
Agency staff costs		4,561	8,993
Books		4,786	4,621
Computer peripherals and parts		23,801	23,274
Consumables		11,542	12,010
Consultancy Fees and Expenses		26,091	24,548
Outsourced Work		20,779	21,728
Exchange rate (gains)/losses		525	769
Fees and commissions		25,680	25,310
Financial assistance provided/research support		6,312	3,228
Graduations		875	907
Hospitality		3,212	3,427
Insurance		3,475	3,924
Inventory used and sold		310	468
Lease and rental		4,380	4,664
Non-capitalised equipment		4,587	6,224
Occupational health, safety and welfare		525	557
Partner service fees		26	6,658
Postage and courier		818	1,087
Publications		499	688
Scholarships, grants and prizes		52,518	49,623
Security		694	701
Staff development and training		3,902	4,566
Staff recruitment		1,041	1,493
Subscriptions		6,605	6,016
Telecommunications		1,486	1,784
Travel		13,457	16,183
Utilities and cleaning		14,723	13,820
Other		2,715	2,626
Total Other Expenses		245,107	255,944

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

14 DISCONTINUED OPERATIONS

The University's Sydney campus was closed in early 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.

	Note	2017 \$'000	2016 \$'000
15 CASH AND CASH EQUIVALENTS			
(a) Unrestricted			
Cash at bank and on hand ¹		41,054	26,804
Fixed Term Deposits ²		10,000	-
Total Cash and Cash Equivalents – Unrestricted		51,054	26,804
(b) Restricted			
Trust cash at bank ¹		38	40
Trust Fixed Term Deposit ²		1,960	1,920
Total Cash and Cash Equivalents – Restricted		1,998	1,960
Total Cash and Cash Equivalents		53,052	28,764
¹ Cash on hand is non-interest bearing. Cash at bank is subject to variable interest rates (refer Note 26).			
² Deposits are interest bearing at variable interest rates (refer Note 26). These deposits have an average maturity of 68 days (2016: 42 days).			
(c) Reconciliation of net result to net cash provided by operating activities			
Net result for the year		51,234	38,073
Depreciation expense		60,080	55,535
Net loss/(gain) on disposal of non-current assets		552	48
Impairment of assets		531	1,207
Other non-cash items		(8,597)	(8,311)
Changes in assets and liabilities:			
(Increase)/decrease in receivables		(2,506)	1,148
(Increase)/decrease in inventories		33	2
(Increase)/decrease in other non-financial assets		5,471	6,573
Increase/(decrease) in trade and other payables		(5,357)	7,760
Increase/(decrease) in provisions		(1,792)	1,019
Increase/(decrease) in other current liabilities		5,277	(13,113)
Net cash provided by / (used in) operating activities		104,926	89,941

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

16 RECEIVABLES

ACCOUNTING POLICY

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.

	Note	2017 \$'000	2016 \$'000
Current			
Student receivables		7,735	10,245
Less: Provision for impaired receivables		(2,063)	(2,001)
		5,672	8,244
Non-Current			
General receivables		20,529	15,942
Less: Provision for impaired receivables		(686)	(177)
		19,843	15,765
Deferred government contribution for superannuation	34(b)	4,023	4,049
Total Current		29,538	28,058
Non-Current			
Deferred government contribution for superannuation	34(b)	57,980	57,525
Total Receivables		87,518	85,583
Impaired receivables			
As at 31 December 2017, current receivables for student fees with a nominal value of \$2.063 million (2016: \$2.001 million) were impaired. The amount of the provision was \$2.063 million (2016: \$2.001 million).			
The ageing of these receivables is as follows:			
Less than 12 months		48	351
Greater than 12 months		2,015	1,650
		2,063	2,001
As at 31 December 2017, current receivables for student fees of \$0.946 million (2016: \$3.460 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		946	3,460
Greater than 12 months		-	-
		946	3,460

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

	Note	2017 \$'000	2016 \$'000
16 RECEIVABLES (continued)			
Movements in the provision for impaired student fees receivables are as follows:			
Balance at start of year		2,001	1,213
Provision for impairment recognised during the year		62	832
Receivables written-off during the year as uncollectible		-	(44)
Unused amount reversed		-	-
Balance at end of year		2,063	2,001
As at 31 December 2017, current general receivables with a nominal value of \$0.686 million (2016: \$0.177 million) were impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		20	22
Greater than 12 months		666	155
		686	177
As at 31 December 2017, current general receivables of \$6.611 million (2016: \$11.371 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		6,421	11,371
Greater than 12 months		190	-
		6,611	11,371
Movements in the provision for impaired general receivables are as follows:			
Balance at start of year		177	169
Receivables written-off during the year as uncollectible		-	-
Provision for impairment recognised during the year		533	177
Unused amount reversed		(24)	(169)
Balance at end of year		686	177

17 OTHER FINANCIAL ASSETS – UNRESTRICTED

ACCOUNTING POLICY

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.

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

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

17 OTHER FINANCIAL ASSETS – UNRESTRICTED (continued)

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.

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 30) have not been equity accounted for in the University’s financial statements because they are not considered material.

	Note	2017 \$'000	2016 \$'000
Current			
Loans receivable			
Other loans	30	450	450
Total Current Other Financial Assets		450	450
Non-Current			
Available-for-Sale			
Funds under management		350,023	336,291
Unlisted shares and warrants		26,135	12,863
Total Non-Current Other Financial Assets		376,158	349,154
Total Other Financial Assets – Unrestricted		376,608	349,604
18 OTHER FINANCIAL ASSETS – RESTRICTED			
Current Available-for-Sale			
Restricted funds under management			
Research activities		93,842	88,202
Donations and prizes		35,009	30,517
Trusts		8,640	7,238
Total Restricted Funds Under Management (at fair value)		137,491	125,957
Total Restricted Other Financial Assets		137,491	125,957

Restricted funds are held as cash (refer note 15(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 26.

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

	Note	2017 \$'000	2016 \$'000
19 OTHER NON-FINANCIAL ASSETS			
Current			
Prepayments		17,300	25,304
Accrued income		5,047	4,312
Total Current Other Non-Financial Assets		22,347	29,616
Non-Current			
Prepayments		5,588	3,790
Total Non-Current Other Non-Financial Assets		5,588	3,790
Total Other Non-Financial Assets		27,935	33,406

20 PROPERTY, PLANT AND EQUIPMENT

ACCOUNTING POLICY

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.

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

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

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.

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 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.

20 PROPERTY, PLANT AND EQUIPMENT (continued)

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

	Land \$'000	Buildings \$'000	Infrastructure \$'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
At 1 January 2016											
Cost	78,998	733,923	110,382	4,654	93,196	19,684	128,369	1,341	23,345	12,619	1,206,511
Accumulated depreciation	-	(208,272)	(25,231)	(1,612)	-	(13,491)	(72,181)	(899)	(4,712)	-	(326,398)
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
Year ended 31 December 2016											
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 and amortisation expense	-	(31,563)	(4,349)	(132)	-	(3,675)	(13,099)	(191)	(2,526)	-	(55,535)
Carrying amount at end of year	78,998	612,268	88,404	2,909	85,980	10,027	60,991	324	22,055	12,811	974,767
At 31 December 2016											
Cost	78,998	851,916	117,984	4,654	85,980	27,193	144,916	1,276	29,293	12,811	1,355,021
Accumulated depreciation	-	(239,648)	(29,580)	(1,745)	-	(17,166)	(83,925)	(952)	(7,238)	-	(380,254)
Carrying amount at end of year	78,998	612,268	88,404	2,909	85,980	10,027	60,991	324	22,055	12,811	974,767
At 1 January 2017											
Cost	78,998	851,916	117,984	4,654	85,980	27,193	144,916	1,276	29,293	12,811	1,355,021
Accumulated depreciation	-	(239,648)	(29,580)	(1,745)	-	(17,166)	(83,925)	(952)	(7,238)	-	(380,254)
Carrying amount at start of year	78,998	612,268	88,404	2,909	85,980	10,027	60,991	324	22,055	12,811	974,767
Year ended 31 December 2017											
Additions	-	-	-	-	60,083	3,548	7,050	567	6,085	242	77,575
Cost of disposals	-	(4,115)	-	-	-	(4,958)	(8,726)	(88)	-	-	(17,887)
Accumulated depreciation on disposals	-	3,568	-	-	-	4,791	8,543	83	-	-	16,985
Transfers in/(out)	-	68,718	29,394	-	(98,334)	4	209	-	-	9	-
Depreciation and amortisation expense	-	(33,120)	(6,116)	(132)	-	(4,177)	(13,120)	(240)	(3,175)	-	(60,080)
Carrying amount at end of year	78,998	647,319	111,682	2,777	47,729	9,235	54,947	646	24,965	13,062	991,360
At 31 December 2017											
Cost	78,998	916,497	147,378	4,654	47,729	25,784	143,448	1,755	35,377	13,062	1,414,682
Accumulated depreciation	-	(269,178)	(35,696)	(1,877)	-	(16,549)	(88,501)	(1,109)	(10,412)	-	(423,322)
Carrying amount at end of year	78,998	647,319	111,682	2,777	47,729	9,235	54,947	646	24,965	13,062	991,360

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

21 TRADE AND OTHER PAYABLES**ACCOUNTING POLICY**

Payables 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.

	Note	2017 \$'000	2016 \$'000
Current			
Total Payables		17,374	22,732

22 OTHER LIABILITIES**ACCOUNTING POLICY**

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.

	Note	2017 \$'000	2016 \$'000
Current			
Income received in advance		40,334	46,428
Accrued expenses		29,809	19,878
Monies held in trust		10,638	9,198
Total Other Liabilities		80,781	75,504

23 BORROWINGS**ACCOUNTING POLICY**

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.

	Note	2017 \$'000	2016 \$'000
Current			
Interest bearing Treasury loans		20,858	1,881
Non-Current			
Interest bearing Treasury loans		31,736	52,595
Total Borrowings		52,594	54,476

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

23 BORROWINGS (continued)**Treasury Loans**

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

	Average Interest rate	Maturity date	Principal outstanding	
			2017 \$'000	2016 \$'000
Muresk Campus housing				
- 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
Bentley Campus housing				
- 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
Chemistry Centre of WA building				
- monthly principal and fixed rate interest repayments	6.77%	01.07.2029	30,313	31,982
- monthly principal and fixed rate interest repayments	5.11%	01.07.2029	3,431	3,644
Total Treasury Loans			52,594	54,476

	Note	2017 \$'000	2016 \$'000
Financing facilities available			
At reporting date, the following financing facilities had been negotiated and were available:			
Total facilities:			
- Treasury Loans		52,594	54,476
Facilities used at reporting date:			
- Treasury Loans		52,594	54,476
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.

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

23 BORROWINGS (continued)

Fair value

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

	2017		2016	
	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000
Muresk Campus housing				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	2,050	2,130	2,050	2,216
Bentley Campus housing				
- fixed rate interest only quarterly repayments with the loan principal to be repaid at date of maturity	16,800	17,114	16,800	17,947
Chemistry Centre of WA building				
- monthly principal and fixed rate interest repayments	30,313	36,812	31,982	39,018
- monthly principal and fixed rate interest repayments	3,431	3,834	3,644	4,065
Total Treasury Loans	52,594	59,890	54,476	63,246

The fair value of the loans have been prepared assuming hypothetical settlement dates of 31 December 2017 and 31 December 2016.

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

24 PROVISIONS

ACCOUNTING POLICY

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 2017

	Note	2017 \$'000	2016 \$'000
24 PROVISIONS (continued)			
Employee benefits provisions			
Current provisions expected to be settled within 12 months			
Annual leave		26,235	30,390
Long service leave		16,983	21,086
Employment on-costs		2,810	3,346
Redundancy costs		2,744	1,474
Defined benefit obligation			
Deferred employee benefits for unfunded superannuation	34(b)	4,023	4,049
Other University pension liabilities	34(a)	110	120
		52,905	60,465
Current provisions expected to be settled after more than 12 months			
Annual leave		2,115	2,210
Long service leave		14,277	7,861
Employment on-costs		1,065	655
Redundancy costs		713	682
		18,170	11,408
Total Current Provisions		71,075	71,873
Non-Current			
Employee benefits provisions			
Long service leave		27,486	28,753
Employment on-costs		1,787	1,869
Defined benefit obligation			
Deferred employee benefits for unfunded superannuation	34(b)	57,980	57,525
Other University pension liabilities	34(a)	544	644
Total Non-Current Provisions		87,797	88,791
Total Provisions		158,872	160,664
Movements in Other Provisions			
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		5,870	5,456
Addition/(reduction) in provisions recognised		2,548	2,899
Reduction arising from payments		(2,756)	(2,485)
Balance at end of year		5,662	5,870

Notes To The Financial Statements (continued)
for the year ended 31 December 2017

	Note	2017 \$'000	2016 \$'000
24 PROVISIONS (continued)			
<i>Redundancy costs provision</i>			
Balance at beginning of year		2,156	4,809
Addition/(reduction) in provisions recognised		1,922	(1,874)
Reduction arising from payments		(621)	(779)
Balance at end of year		3,457	2,156
25 EQUITY			
Reserves			
Investments revaluation reserve	25(a)	90,128	61,757
Research grants reserve	25(b)	93,842	88,202
Total Reserves		183,970	149,959
Retained earnings		1,180,429	1,134,835
(a) Investments revaluation reserve			
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		61,757	52,984
Unrealised valuation gain/(loss)		33,755	14,492
Realised (gain)/loss on sale of financial assets		(5,415)	(5,336)
Impairment reversal/(impairment) of financial assets		31	(383)
Movement for the year		28,371	8,773
Balance at end of year		90,128	61,757
(b) Research grants reserve			
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		88,202	85,950
Transfer to reserves		38,403	32,943
Transfer from reserves		(32,763)	(30,691)
Balance at end of year		93,842	88,202

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

26 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 ²		Interest Rate Risk Sensitivity				Price Risk Sensitivity ³				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		
2017																							
Financial Assets																							
Cash and cash equivalents	1.71%	2	53,050	-	53,052	53,052	-	-	-	-	-	-	(1,582)	-	1,582	-	-	-	-	-	-	-	
Receivables ⁴	-	25,515	-	-	25,515	25,515	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,515	
Loans receivable	-	450	-	-	450	450	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	450	
Unlisted securities (unrestricted)	-	26,135	-	-	26,135	-	26,135	-	-	-	-	-	-	-	-	-	-	-	(3,920)	-	3,920	-	
Funds under management (unrestricted) ^{1,5}	-	348,025	1,998	-	350,023	1,998	1,644	346,381	-	4,608	-	(4,608)	-	-	-	-	(351)	(52,153)	1	52,503	1,998	-	
Funds under management (restricted) ⁵	-	137,491	-	-	137,491	-	-	137,491	-	-	-	-	-	-	-	-	(138)	(20,486)	1	20,623	-	-	
Total Financial Assets		537,618	55,048	-	592,666	81,015	27,779	483,872	-	4,608	-	(4,608)	(1,582)	-	1,582	-	(489)	(76,559)	2	77,046	27,963	-	
Financial Liabilities																							
Payables	-	17,374	-	-	17,374	17,374	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6.74%	-	-	52,594	52,594	20,858	9,493	22,243	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financial Liabilities		17,374	-	52,594	69,968	38,232	9,493	22,243	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2016																							
Financial Assets																							
Cash and cash equivalents	1.55%	1	28,763	-	28,764	28,764	-	-	-	-	-	-	(996)	-	996	-	-	-	-	-	-	-	-
Receivables ⁴	-	24,009	-	-	24,009	24,009	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24,009	
Loans receivable	-	450	-	-	450	450	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	450	
Unlisted securities (unrestricted)	-	12,863	-	-	12,863	-	12,863	-	-	-	-	-	-	-	-	-	-	(1,929)	-	1,929	-	-	
Funds under management (unrestricted) ^{1,5}	-	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) ⁵	-	125,957	-	-	125,957	-	-	125,957	-	-	-	-	-	-	-	-	(175)	(18,720)	9	18,886	-	-	
Total Financial Assets		497,604	30,730	-	528,334	53,223	16,546	458,565	-	4,067	-	(4,067)	(996)	-	996	-	(641)	(70,630)	33	71,238	26,426	-	
Financial Liabilities																							
Payables	-	22,732	-	-	22,732	22,732	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6.73%	-	-	54,476	54,476	1,881	27,740	24,855	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financial Liabilities		22,732	-	54,476	77,208	24,613	27,740	24,855	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

¹ Funds under management mainly comprise investments in unit based funds. Credit risk exposure relates only to funds under management not in unit based funds.

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

³ 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.

⁴ This includes GST Receivable of \$1.241 million (2016: \$3.370 million).

⁵ 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 2017

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

26 FINANCIAL INSTRUMENTS (continued)**(a) 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.

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 23 and 26 provide further detail.

Note 26 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 2017, 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 26 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 \$77.046 million (2016: \$69.309 million) higher and the Net Result would have been \$0.002 million (2016: \$0.033 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 \$76.559 million (2016: \$68.701 million) and the impairment loss that would have been recognised through the Net Result on previously impaired assets would have been \$0.489 million (2016: \$0.641 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 2017

26 FINANCIAL INSTRUMENTS (continued)**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 26.

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 \$0.030 million (2016: \$0.055 million).

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.

(b) FAIR VALUE**Fair Value Measurements**

The fair values of financial assets and financial liabilities shown in Note 26 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).
- Fair value of unlisted shares that are not traded in an active market are measured either at independent valuation or at cost, which is assumed to approximate fair value where an unobservable input cannot 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 (2016: 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 2017

26 FINANCIAL INSTRUMENTS (continued)

Fair Value Hierarchy

	2017	2016	2017	2016	2017 Fair Value Hierarchy			2016 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
Financial Assets										
Cash and cash equivalents	53,052	28,764	53,052	28,764	-	-	-	-	-	-
Receivables	25,515	24,009	25,515	24,009	-	-	-	-	-	-
Loans advanced	450	450	442	443	-	-	-	-	-	-
Unlisted securities (unrestricted)	26,135	12,863	26,135	12,863	-	-	26,135	-	-	12,863
Funds under management (unrestricted)	350,023	336,291	350,023	336,291	348,025	1,998	-	334,324	1,967	-
Funds under management (restricted)	137,491	125,957	137,491	125,957	137,491	-	-	125,957	-	-
Total Financial Assets	592,666	528,334	592,658	528,327	485,516	1,998	26,135	460,281	1,967	12,863
Financial Liabilities										
Payables	17,374	22,732	17,374	22,732	-	-	-	-	-	-
Borrowings	52,594	54,476	59,890	63,246	59,890	-	-	63,246	-	-
Total Financial Liabilities	69,968	77,208	77,264	85,978	59,890	-	-	63,246	-	-

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.

Fair Value Measurement Using Significant Unobservable Inputs (Level 3)

	2017 \$'000	2016 \$'000
Unlisted securities (unrestricted)		
Opening Balance	12,863	11,035
Recognised in other comprehensive income	13,272	1,828
Closing Balance	26,135	12,863

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 \$0.948 million (2016: \$0.131 million) respectively.

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

27 KEY MANAGEMENT PERSONNEL DISCLOSURES

(a) 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 (ceased 14 November 2017)

Dr Andrew Crane

Mr Alex Jones

Mr Michael Lishman

Dr Michael Stanford (ceased 1 December 2017)

Member nominated by the Minister for Education and Training

Ms Sue Wilson, Pro Chancellor (ceased 3 March 2017)

Member who is the Vice-Chancellor

Professor Deborah Terry, Vice-Chancellor

Members elected by full-time academic staff

Professor Dale Pinto (ceased 31 March 2017)

Professor Glenda Scully

Member elected by full-time general staff

Mr Andrew McLean

(b) Other key management personnel

In addition to Professor Terry, the following persons also had authority and responsibility for planning, directing and controlling the activities of Curtin University during the financial year:

Professor John Cordery
 Professor Jill Downie
 Ms Val Raubenheimer
 Mr Ian Callahan
 Professor Tony Travaglione
 Professor James Mienczakowski
 Professor Robert Evans
 Professor Michael Berndt

Co-opted Members

Mr Colin Beckett, Chancellor

Dr Vanessa Guthrie (commenced 1 April 2017)

Mr Steve Scudamore

Mr Gene Tilbrook

Ms Sue Wilson, Pro Chancellor (commenced 4 March 2017)

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

Associate Professor Linley Lord

Members elected by students

Mr Sebastian Davies-Slate (postgraduate student elected 13 April 2017)

Ms Noni Elliott Hobbs (ceased 12 April 2017)

Mr Liam O'Neill (undergraduate student)

Members Elected by the graduates of the University

Vacant

Vacant

Notes To The Financial Statements (continued)
for the year ended 31 December 2017

27 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)

(c) Remuneration of Members of the Accountable Authority and Senior Officers

Remuneration of Members of the Accountable Authority

	2017 Number	2016 Number
Nil - \$10,000	3	5
\$10,001 - \$20,000	4	2
\$20,001 - \$30,000	1	2
\$30,001 - \$40,000	4	4
\$50,001 - \$60,000	1	-
\$80,001 - \$90,000	1	1
\$90,001 - \$100,000	-	1
\$120,001 - \$130,000	-	1
\$140,001 - \$150,000	1	-
\$190,001 - \$200,000	1	1
\$230,001 - \$240,000	-	1
\$240,001 - \$250,000	1	-
\$280,001 - \$290,000	-	1
\$820,001 - \$830,000	-	1
\$900,001 - \$910,000	1	-

Remuneration of Senior Officers

	2017 Number	2016 Number
\$60,001 - \$70,000	1	-
\$100,001 - \$110,000	-	1
\$110,001 - \$120,000	1	-
\$120,001 - \$130,000	-	1
\$130,001 - \$140,000	-	1
\$160,001 - \$170,000	-	1
\$220,001 - \$230,000	-	1
\$230,001 - \$240,000	1	-
\$270,001 - \$280,000	-	1
\$280,001 - \$290,000	-	1
\$320,001 - \$330,000	-	1
\$340,001 - \$350,000	1	1
\$370,001 - \$380,000	1	-
\$380,001 - \$390,000	-	1
\$390,001 - \$400,000	3	-
\$400,001 - \$410,000	2	3
\$410,001 - \$420,000	1	1
\$430,001 - \$440,000	2	1
\$460,001 - \$470,000	-	1
\$470,001 - \$480,000	-	1
\$490,001 - \$500,000	-	1
\$500,001 - \$510,000	2	-
\$510,001 - \$520,000	1	-

Notes To The Financial Statements (continued)
for the year ended 31 December 2017

(d) Key management personnel compensation

	2017 \$'000	2016 \$'000
Short-term employee benefits	6,237	6,311
Post-employment benefits	953	1,028
Other long-term benefits	603	620
Total key management personnel compensation	7,792	7,958

28 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:

	2017 \$'000	2016 \$'000
(a) Audit and review of the Financial Statements		
Fees paid to the Office of the Auditor General	287	284
(b) Other audit and assurance services¹		
Fees paid to the Office of the Auditor General	14	14
Australian Government - Department of Agriculture	-	3
Casilli Holdings Pty Ltd	34	17
Council of Ambulance Authorities Inc	-	4
Independent Appraisal	-	1
Nexia Edwards Marshall	11	10
SAI Global Limited	7	5
Total fees paid for other audit services	66	54
Total Remuneration of Auditors	353	338

¹ Other audit and assurance services are related to compliance audits and research project audits.

29 RELATED PARTIES

(a) Key management personnel

Disclosures relating to Members of the Accountable Authority and Senior Officers are set out in Note 27.

The University had no material related party transactions with Council Members/Senior Officers or their close family members or their controlled (or jointly controlled) entities for disclosure.

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

29 RELATED PARTIES (continued)

(b) Transactions with related parties

The following transactions occurred with related parties:

Transaction Type	2017 \$'000	2016 \$'000
Purchases of goods and services		
- Curtin Student Guild	4,450	4,370
- Associates	300	243
Revenue for providing services		
- Curtin Student Guild	1,647	808
- Associates	2,276	2,365

The following balances are outstanding at the reporting date in relation to transactions with related parties:

Transaction Type	2017 \$'000	2016 \$'000
Receivable at 31 December		
- Curtin Student Guild	554	1,159
- Associates	-	330
Payable at 31 December		
- Curtin Student Guild	21	-

(c) Loans to Associates

Refer Note 30.

30 JOINT OPERATIONS AND ASSOCIATES

Companies

The University invests in a number of unlisted companies which are established to commercialise intellectual property.

Details of the University's significant associates at 31 December 2017 are listed below.

Name of entity	Country of incorporation	Carrying value of Investment		Equity holding	
		2017 \$'000	2016 \$'000	2017 %	2016 %
Associates					
HiSeis Pty Ltd	Australia	275	275	44	44
iCetana Pty Ltd	Australia	600	600	24	39
Renergi Pty Ltd	Australia	1	1	48	48
Loans to Associates					
Balance at beginning of year				450	887
Loans advanced				-	-
Loans repayment received				-	-
Loans impaired				-	(437)
Interest charged				-	-
Interest received				-	-
Balance at end of year				450	450

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

31 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 material contingent assets at the reporting date.

32 COMMITMENTS

	2017 \$'000	2016 \$'000
(a) Capital commitments		
Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:		
Property, Plant and Equipment		
Within one year	36,557	11,719
Between one and five years	-	-
Later than five years	-	-
Total Capital Commitments	36,557	11,719
(b) Lease commitments		
Operating leases		
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	9,952	10,069
Between one and five years	12,358	16,041
Later than five years	42,604	44,046
Total future minimum lease payments	64,914	70,156
(c) Other expenditure commitments		
Commitments in relation to purchase orders are payable as follows:		
Within one year	15,442	24,920

All the above commitments are inclusive of GST where applicable.

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

33 EVENTS OCCURRING AFTER REPORTING DATE

There are no events occurring after the reporting date that require disclosure or adjustment to the financial statements.

34 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.

	2017 \$'000	2016 \$'000
Reconciliation of the Present Value of the Defined Benefit Obligation		
Present value of defined benefit obligations at beginning of the year	764	879
Current service cost	-	-
Interest cost	20	25
Actuarial loss/(gain)	(16)	(32)
Benefits paid	(114)	(108)
Present value of defined benefit obligations at end of the year	654	764
Reconciliation of the Fair Value of Assets		
Fair value of assets at beginning of the year	-	-
Employer contributions	114	108
Benefits paid	(114)	(108)
Fair value of assets at end of the year	-	-
Reconciliation of the Assets and Liabilities Recognised in the Statement of Financial Position		
Present value of defined benefit obligation	654	764
Fair value of assets	-	-
Net liability	654	764
Liability recognised in the Statement of Financial Position as:		
Current	110	120
Non-current	544	644
	654	764
Expense Recognised in the Statement of Comprehensive Income		
Interest cost	20	25
Actuarial loss/(gain)	(16)	(32)
Superannuation expense/(benefit)	4	(7)

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.

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

34 DEFINED BENEFIT SUPERANNUATION PLANS (continued)**(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 9.0 years (2016: 8.7 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.

	2017 \$'000	2016 \$'000
Reconciliation of the present value of the defined benefit obligation		
Present value of defined benefit obligations at beginning of the year	61,574	64,569
Current service cost	-	-
Interest cost	1,546	1,776
Actuarial loss/(gain) arising from changes in financial assumptions	1,422	1,242
Actuarial loss/(gain) arising from liability experience	2,936	(332)
Benefits paid	(5,475)	(5,681)
Present value of defined benefit obligations at end of the year	62,003	61,574
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).		
Reconciliation of the fair value of Scheme assets		
Fair value of scheme assets at beginning of the year	-	-
Employer contributions	5,475	5,681
Benefits paid	(5,475)	(5,681)
Fair value of Scheme assets at end of the year	-	-
Reconciliation of the net liability recognised in the Statement of Financial Position		
Present value of defined benefit obligations	62,003	61,574
Fair value of the Scheme assets	-	-
Net liability	62,003	61,574
Fair value of reimbursement rights	62,003	61,574
Total net liability/(asset) in the Statement of Financial Position	-	-
Present value of defined benefit obligations/reimbursement rights is recognised as:		
Current	4,023	4,049
Non-current	57,980	57,525
	62,003	61,574

Notes To The Financial Statements (continued)
for the year ended 31 December 2017

34 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

	2017 \$'000	2016 \$'000
Expense Recognised in the Statement of Comprehensive Income		
Current service cost	-	-
Interest cost	1,546	1,776
Reimbursement rights adjustments	(1,160)	(1,432)
Deferred superannuation expense	386	344
Actuarial loss/(gain) recognised in Other Comprehensive Income		
Actuarial loss/(gain) arising from changes in financial assumptions	1,422	1,242
Actuarial loss/(gain) arising from liability experience	2,936	(332)
Reimbursement rights adjustments	(4,358)	(910)
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	2017	2016
Discount rate (active members)	2.36%	2.63%
Discount rate (pensioners)	2.36%	2.63%
Expected salary increase rate	1.50%	3.50%
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 2017

34 DEFINED BENEFIT SUPERANNUATION PLANS (continued)

	2017 \$'000	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000
Historical Information					
Present value of defined benefit obligation	62,003	61,574	64,569	68,120	64,261
Fair value of Scheme assets	-	-	-	-	-
Deficit in Scheme assets	62,003	61,574	64,569	68,120	64,261
Experience adjustments (gain)/loss - Scheme assets	-	-	-	-	-
Experience adjustments (gain)/loss - Scheme liabilities	2,936	(332)	(1,005)	2,017	921

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).

	2018 \$'000	2017 \$'000
Expected Contributions		
Expected employer contributions	5,423	5,594

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 24).

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 16).

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 \$65.338 million (2016: \$64.980 million) were charged as an expense under employee benefits (refer Note 10) as they fell due.

Notes To The Financial Statements (continued)
for the year ended 31 December 2017

35 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE

(a) Education – CGS and Other Education Grants

	Commonwealth Grants Scheme ¹		Indigenous Support Program		Disability Support Program		Partnership & Participation Program ²		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in CASH during the reporting period	244,370	251,389	948	1,138	149	150	4,220	4,560	249,687	257,237
Net accrual adjustments	(515)	(3,723)	-	-	-	-	-	847	(515)	(2,876)
Revenue for the period	243,855	247,666	948	1,138	149	150	4,220	5,407	249,172	254,361
Surplus/(deficit) from the previous year	-	-	-	-	(521)	(300)	3,352	3,469	2,831	3,169
Total revenue including accrued revenue	243,855	247,666	948	1,138	(372)	(150)	7,572	8,876	252,003	257,530
Less expenses including accrued expenses	(243,855)	(247,666)	(948)	(1,138)	(333)	(371)	(4,237)	(5,524)	(249,373)	(254,699)
Surplus/(deficit) for reporting period	-	-	-	-	(705)	(521)	3,335	3,352	2,630	2,831

¹ Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Enabling Loading, CGS – Maths and Science Transition Loading and Full Fee Places Transition Loading.

² Includes Equity Support Program.

Notes To The Financial Statements (continued)
for the year ended 31 December 2017

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

	HECS-HELP		FEE-HELP ³		SA-HELP		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in CASH during the reporting period	154,476	148,791	23,010	24,235	2,215	2,314	179,701	175,340
Net accrual adjustments	(1,315)	(4,363)	731	550	373	(75)	(211)	(3,888)
Revenue for the period	153,161	144,428	23,741	24,785	2,588	2,239	179,490	171,452
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	153,161	144,428	23,741	24,785	2,588	2,239	179,490	171,452
Less expenses including accrued expenses	(153,161)	(144,428)	(23,741)	(24,785)	(2,588)	(2,239)	(179,490)	(171,452)
Surplus/(deficit) for reporting period	-	-	-	-	-	-	-	-

³ 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 2017

35 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(c) (i) Research Training Program

	Research Training Program ⁴		Australian Postgraduate Awards		Indigenous Access Scholarships		International Postgraduate Research Scholarships		Commonwealth Education Cost Scholarships ⁵		Commonwealth Accommodation Scholarships ⁵		Research Training Scheme		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received/(refunded) in CASH during the reporting period	25,313	-	-	7,217	-	-	-	568	72	-	-	-	-	16,964	25,385	24,749
Net accrual adjustments	-	-	-	-	-	39	-	-	-	38	-	21	-	-	-	98
Revenue for the period	25,313	-	-	7,217	-	39	-	568	72	38	-	21	-	16,964	25,385	24,847
Surplus/(deficit) from the previous year	-	-	(1,030)	(791)	-	-	(1,615)	(1,219)	-	-	-	-	-	-	(2,645)	(2,010)
Total revenue including accrued revenue	25,313	-	(1,030)	6,426	-	39	(1,615)	(651)	72	38	-	21	-	16,964	22,740	22,837
Less expenses including accrued expenses	(24,100)	-	1,030	(7,456)	-	(39)	1,615	(964)	(72)	(38)	-	(21)	-	(16,964)	(21,527)	(25,481)
Surplus/(deficit) for reporting period	1,213	-	-	(1,030)	-	-	-	(1,615)	-	-	-	-	-	-	1,213	(2,643)

⁴ Research Training Program has replaced Australian Postgraduate Awards, International Postgraduate Research Scholarships and Research Training Scheme in 2017.

⁵ Commonwealth Education Cost and Commonwealth Accommodation Scholarships are combined here, and includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships and Indigenous Scholarship (ICECS, IECECS, ICAS and IECAS) respectively.

(ii) Total Higher Education Provider Research Training Program expenditure

	Total domestic students \$'000	Total overseas students \$'000
Research Training Program Fees offsets	16,438	697
Research Training Program Stipends	6,335	503
Research Training Program Allowances	2	125
Total for all types of support	22,775	1,325

Notes To The Financial Statements (continued)
for the year ended 31 December 2017

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

35 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(d) Research Support Program

	Research Support Program ⁶		Joint Research Engagement		JRE Engineering Cadetships		Sustainable Research Excellence in Universities		Research Infrastructure Block Grants		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in CASH during the reporting period	18,763	-	-	9,263	-	156	-	3,039	-	4,063	18,763	16,521
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	18,763	-	-	9,263	-	156	-	3,039	-	4,063	18,763	16,521
Surplus/(deficit) from the previous year	-	-	-	-	-	-	(317)	(317)	-	-	(317)	(317)
Total revenue including accrued revenue	18,763	-	-	9,263	-	156	(317)	2,722	-	4,063	18,446	16,204
Less expenses including accrued expenses	(18,763)	-	-	(9,263)	-	(156)	317	(3,039)	-	(4,063)	(18,446)	(16,521)
Surplus/(deficit) for reporting period	-	-	-	-	-	-	-	(317)	-	-	-	(317)

⁶ Research Support Program has replaced Joint Research Engagement, JRE Engineering Cadetships, Research Block Grants and Sustainable Research Excellence in Universities in 2017.

(e) Australian Research Council Grants

(i) Discovery

	Projects ⁷		Fellowships		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in CASH during the reporting period	7,110	6,611	2,227	2,472	9,337	9,083
Net accrual adjustments	316	391	-	-	316	391
Revenue for the period	7,426	7,002	2,227	2,472	9,653	9,474
Surplus/(deficit) from the previous year	107	89	2,169	2,812	2,276	2,901
Total revenue including accrued revenue	7,533	7,091	4,396	5,284	11,929	12,375
Less expenses including accrued expenses	(7,372)	(6,984)	(1,530)	(3,115)	(8,902)	(10,099)
Surplus/(deficit) for reporting period	161	107	2,866	2,169	3,027	2,276

⁷ Includes Early Career Researcher Award

Notes To The Financial Statements (continued)

for the year ended 31 December 2017

35 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

(e) Australian Research Council Grants (continued)

(ii) Linkages

	Infrastructure		Projects		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in CASH during the reporting period	377	1,320	3,186	3,396	3,563	4,716
Net accrual adjustments	286	219	47	98	333	317
Revenue for the period	663	1,539	3,233	3,494	3,896	5,033
Surplus/(deficit) from the previous year	(573)	531	168	(395)	(405)	136
Total revenue including accrued revenue	90	2,070	3,401	3,099	3,491	5,169
Less expenses including accrued expenses	(193)	(2,643)	(3,329)	(2,931)	(3,522)	(5,574)
Surplus/(deficit) for reporting period	(103)	(573)	72	168	(31)	(405)

(iii) Centres

	Centres		Other		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assistance received in CASH during the reporting period	1,375	939	123	69	1,498	1,008
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	1,375	939	123	69	1,498	1,008
Surplus/(deficit) from the previous year	(41)	161	(448)	(233)	(488)	(72)
Total revenue including accrued revenue	1,334	1,100	(325)	(164)	1,009	936
Less expenses including accrued expenses	(948)	(1,141)	(44)	(284)	(992)	(1,425)
Surplus/(deficit) for reporting period	386	(41)	(369)	(448)	17	(489)

Notes To The Financial Statements (continued)
for the year ended 31 December 2017

35 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)

	2017 \$'000	2016 \$'000
(f) OS-HELP		
Cash received during the reporting period	2,449	1,384
Cash spent during the reporting period	(2,449)	(1,384)
Net cash received	-	-
Cash surplus/(deficit) from the previous period	-	-
Cash surplus/(deficit) for the reporting period	-	-
(g) Higher Education Superannuation Program		
Cash received during the reporting period	5,748	5,347
University contribution in respect of current employees	386	344
Cash available	6,134	5,691
Cash surplus/(deficit) from the previous period	58	277
Cash available for current period	6,192	5,968
Contributions to specified defined benefit funds	(6,390)	(5,910)
Cash surplus/(deficit) for the reporting period	(198)	58
(h) Student Services and Amenities Fee		
Unspent/(Overspent) revenue from previous period	485	429
SA-HELP revenue earned	2,588	2,239
Student Services and Amenities Fees direct from students	3,074	3,399
Total revenue expendable in period	6,147	6,067
Student Services expenses during period	(5,662)	(5,582)
Unspent/(Overspent) Student Services Revenue	485	485

Report by the Members of the University Council

The members of the University Council present their report for the year ended 31 December 2017.

MEMBERS

The following persons were members of the Council of Curtin University during the year ended 31 December 2017:

Members appointed by Governor in Council

Mr Kim Bridge (ceased 14 November 2017)

Dr Andrew Crane

Mr Alex Jones

Mr Michael Lishman

Dr Michael Stanford (ceased 1 December 2017)

Member nominated by the Minister for Education and Training

Ms Sue Wilson, Pro Chancellor (ceased 3 March 2017)

Member who is the Vice-Chancellor

Professor Deborah Terry AO, Vice-Chancellor

Co-opted Members

Mr Colin Beckett, Chancellor

Dr Vanessa Guthrie (commenced 1 April 2017)

Mr Steve Scudamore

Mr Gene Tilbrook

Ms Sue Wilson, Pro Chancellor (commenced 4 March 2017)

Members elected by full-time academic staff

Professor Dale Pinto (ceased 31 March 2017)

Professor Glenda Scully

Members Elected by the graduates of the University

Vacant

Vacant

Member elected by full-time general staff

Mr Andrew McLean

Member who is the Chairperson of Academic Board

Associate Professor Linley Lord

Members Elected by Students

Mr Sebastian Davies-Slate (postgraduate student elected 13 April 2017)

Ms Noni Elliott Hobbs (ceased 12 April 2017)

Mr Liam O'Neill (undergraduate student)

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 2017, and the number of meetings attended by each member were:

MEMBERS	COUNCIL MEETINGS		MEETINGS OF COMMITTEES ¹												
	ATTENDED	HELD	AUDIT & COMPLIANCE		EXECUTIVE		FINANCE		LEGISLATIVE ²		NOMINATIONS		UNIVERSITY COUNCIL HEALTH AND SAFETY ³		
			ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	
Mr Colin Beckett, Chancellor ⁴	7	7			8	9						2	2	3	3
Mr Kim Bridge	5	6													
Prof John Cordery (A/g Vice-Chancellor)														1	1
Dr Andrew Crane	5	7			8	9						2	2		
Mr Sebastian Davies-Slate	5	5													
Ms Noni Elliott Hobbs	2	2													
Prof Paul Fairall (co-opted)										1	1				
Mr Beth Gordon (co-opted)								10	10						
Mr Damian Gordon (co-opted)								10	10						
Dr Vanessa Guthrie	5	5													
Mr Alex Jones	6	7	5	6											
Mr Michael Lishman	7	7								1	1			3	3
Assoc Prof Linley Lord	6	7			7	9									
Mr Andrew McLean	7	7												3	3
Mr Liam O'Neill	7	7												2	2
Prof Dale Pinto	2	2								1	1				
Mr Steve Scudamore ⁵	7	7	6	6	5	9						2	2		
Prof Glenda Scully	5	7						8	10						
Mr David Southam (co-opted)			4	6											
Dr Michael Stanford	5	6						8	10						
Prof Deborah Terry ⁵	7	7	6	6	9	9		10	10	1	1			2	3
Mr Gene Tilbrook	4	7			7	9		10	10			1	2		
Ms Sue Wilson, Pro Chancellor ⁴	5	7	5	6	6	9						1	2		

¹ 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 of Council.

² The Legislative Committee only meets when necessary

³ The Health and Safety Due Diligence Committee was renamed the University Council Health and Safety Committee

⁴ Also a member of the Curtin University Foundation Board

⁵ Also a member of the Curtin University 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 2017 was \$51.234 million (2016: \$38.073 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
- 2017 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

No 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.

Report by the Members of the University Council (continued)

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.

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 its Committees and Officers of the University.

Proceedings on behalf of Curtin University

No material legal proceedings were initiated by the University during 2017.

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 21st day of March 2018

CURTIN'S KEY PERFORMANCE INDICATORS

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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's performance, and fairly represent the performance of Curtin University for the financial year ended 31 December 2017.



Colin Beckett
Chancellor



Deborah Terry AO
Vice-Chancellor

On behalf of the University Council Dated this 21st day of March 2018

CURTIN ANNUAL REPORT 2017 KEY PERFORMANCE INDICATORS

Curtin's mission statement, *to transform lives and communities through education and research*, reflects the University's purpose. To achieve this mission and its 2030 vision to be a recognised global leader in research, education and engagement, the University assesses performance across a series of outcome components and key performance indicators related to: student demand for Curtin courses, the experience of its students and the reputation of its graduates; research performance; industry engagement; staff engagement; diversity and equity; global reputation; and the financial sustainability of its teaching and learning activities. These are set out in a balanced scorecard framework over six interdependent Strategic Plan themes to provide a holistic view of the University's performance.

The selection of indicators reflects those that are designed to demonstrate progress towards achieving targets as outlined in the Curtin Strategic Plan (2017–2020) and Enabling Plan. Performance indicators are classified as either *effectiveness* or *efficiency*.

A summary of the Outcome Components and Key Performance Indicators is provided below.

OUTCOME COMPONENTS

KEY PERFORMANCE INDICATORS

LEARNING AND STUDENT EXPERIENCE

1. Student Demand and Quality	1.1 Curtin market share of WA university students – total commencements, TISC first preferences and commencements with ATAR ≥ 95
2. Student Experience	2.1 Student satisfaction (SES) – undergraduate students 2.2 Retention rate – undergraduate students
3. Graduate Outcomes	3.1 Domestic graduate employment rates
4. Student Equity	4.1 Percentage of total domestic enrolments – regional and remote students 4.2 Total enrolments - Indigenous students

RESEARCH AND INNOVATION

5. Research Performance	5.1 Publications per Research Only/Teaching and Research staff FTE 5.2 Total research income (Cat 1-4) 5.3 Completion numbers – Higher Degree by Research (HDR) students
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ENGAGEMENT AND IMPACT

6. Industry Engagement	6.1 Cat 3 and 4 industry income and industry scholarships
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PEOPLE AND CULTURE

7. Staff Engagement	7.1 YourVoice survey results – Passion/Engagement and Progress
8. Diversity and Equity	8.1 Number of Indigenous staff and internships 8.2 Staff gender balance

GLOBAL POSITIONING

9. International Reputation	9.1 International co-authorship 9.2 ARWU ranking
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SUSTAINABLE FUTURE

10. Financial Sustainability	10.1 Teaching and Learning (T&L) expenditure per EFTSL 10.2 Revenue from non-Commonwealth sources
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LEARNING AND STUDENT EXPERIENCE

Outcome Component: 1. Student Demand and Quality

Monitoring the market share of Total Commencements provides an assessment of the 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 – Total Commencements, TISC First Preferences and Commencements with ATAR ≥ 95

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 (undergraduate, postgraduate 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 measures Curtin's market share in first preferences received through 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) who 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 2017 is above target and above 2016 performance for both TISC First Preferences and Commencements with ATAR ≥ 95 . Total Commencement data for 2017 is currently unavailable, though historically Curtin's performance has been stable.

CURTIN MARKET SHARE OF WA UNIVERSITY STUDENTS

	2014	2015	2016	2017	2017 Target
Total Commencements	37.8%	37.7%	35.4%	na ⁽¹⁾	41.0%
TISC First Preferences	44.9%	46.0%	45.5%	50.6%	50.0%
Commencements with ATAR ≥ 95 ⁽²⁾	19.4%	19.9%	23.9%	26.7%	26.0%

Data source: 2014-2016 Total Commencements data, Department of Education and Training; 2014-2017 TISC First Preferences and Commencements with ATAR ≥ 95 , Curtin's internal systems.

Notes:

(1) Total Commencements data for 2017 is not yet available due to timing of data collection and release by Department of Education and Training.

(2) Since 2016 there has been a methodology change in reporting ATAR ≥ 95 scores. Reporting is now based on raw ATAR scores. Historical data was based on adjusted scores and has now been recalculated using the new raw ATAR score methodology. Revised figures have been provided for past years in the table above and will differ to previously published data.

Learning and Student Experience (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 in which they will live and work.

This effectiveness indicator provides an insight into the quality of overall student experience. The Student Experience Survey (SES) provides benchmarking opportunities to track performance against other Australian universities. These findings are useful as they enable the University to review and improve its learning and teaching quality and the educational experience at Curtin. Student satisfaction with courses provides insight into the quality of the student experience.

Key Performance Indicator: 2.1 Student satisfaction (SES) – undergraduate students

Classification: Effectiveness measure

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

The SES is funded by the Australian Government Department of Education and Training and was administered by the Social Research Centre (SRC) in 2016. SRC collects SES information from first year and final year onshore undergraduates on their student experience. In 2017, onshore postgraduates were surveyed for the first time. For consistency, the SES results below reflect the views of onshore undergraduates only. The SES measures five aspects of the student experience and includes an additional single item measure of overall student satisfaction with the quality of their educational experience. This question reads, ‘Thinking about your <course>, overall how would you rate the quality of your entire educational experience this year?’. A student is considered satisfied if they answered either ‘Good’ or ‘Excellent’.

The quality of educational experience has remained relatively stable and the 2017 target has been achieved.

STUDENT SATISFACTION (SES) – UNDERGRADUATE STUDENTS

	2014	2015	2016	2017	2017 Target
Curtin	80.7%	79.1%	81.5%	80.2% ⁽¹⁾	80.0%
Average WA Universities	81.6%	81.2%	82.9%	na ⁽²⁾	
Average ATN Universities	80.1%	79.9%	79.1%	na ⁽²⁾	
Average Sector	80.5%	80.0%	79.9%	na ⁽²⁾	

Data source: 2014-2017 Curtin data, Curtin Tableau Report prepared and issued by the SRC; 2014-2016 WA, ATN & Sector averages derived by Curtin’s Market and Institutional Research (MIR) team, Office of Strategy and Planning, using national datasets supplied by the SRC.

Notes:

(1) In 2017 the number of domestic Curtin survey respondents was 5,982, domestic Curtin graduate population size was 17,248, and the response rate was 34.7 per cent. The margin of error was +/-1.02 per cent at a 95 per cent confidence level.

(2) Benchmark data for 2017 is not yet available due to timing of data collection and release by the SRC.

Learning and Student Experience (continued)

Key Performance Indicator: 2.2 Retention rate of undergraduate students

Classification: Effectiveness measure

Benchmark gauge: WA universities, ATN universities and the Higher Education sector.

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.

High numbers of students retained from one year to the next demonstrates a strong level of student engagement with their studies, and provides a good indication that recruitment and support initiatives have been effectively deployed.

Retention rates are affected by a multitude of factors including a student’s personal circumstances. Targets for retention rates are set to ensure Curtin’s performance remains at an acceptable level.

The retention rate of undergraduate students in 2017 is above the target, but tracking below the WA, ATN and Sector averages for 2016. Initiatives to address retention rate issues are in place and are expected to influence performance over the coming years.

RETENTION RATE – ALL UNDERGRADUATE STUDENTS

	2014	2015	2016	2017	2017 Target
Curtin	82.7%	83.6%	85.0%	83.8% ⁽¹⁾	82.0%
Average WA Universities	82.2%	82.4%	84.1%	na ⁽²⁾	
Average ATN Universities	84.1%	84.6%	86.7%	na ⁽²⁾	
Average Sector	81.8%	81.9%	83.2%	na ⁽²⁾	

Data source: 2014-2016 Retention data, Department of Education and Training.

Notes:

(1) The 2017 percentage is derived using Curtin’s internal systems.

(2) Benchmark data for 2017 is not available due to timing of data collection and release by Department of Education and Training.

Learning and Student Experience (continued)

Outcome Component: 3. Graduate Outcomes

Curtin aspires to have the highest graduate employment rates in Western Australia. The vision for Learning and Student Experience is to lead in education innovation and prepare graduates for the future. Measuring the employment rate of graduates indicates the level to which Curtin graduates are career-capable and sought after by industry. It should be noted that graduate employment rates are affected by external factors such as economic conditions and labour market cycles.

Key Performance Indicator: 3.1 Domestic graduate employment rates

Classification: Effectiveness measure

Benchmark gauge: WA universities, ATN universities and the Higher Education sector.

The Graduate Outcomes Survey (GOS) is a national survey funded by the Australian Government Department of Education and Training, which collects information on graduates' labour market outcomes and further study activities. It replaced the Graduate Destination Survey (GDS) which was a component of the Australian Graduate Survey (AGS). GOS has been administered by the SRC from 2016 onwards and has been expanded to include domestic graduates in casual employment in addition to those in full-time or part-time employment. GOS is administered online to graduates of Australian higher education institutions about five months after their course completion at or via an Australian campus.

The domestic graduate employment rate has remained relatively stable and the 2017 target has been achieved.

DOMESTIC GRADUATE EMPLOYMENT RATES

	2014	2015	2016 ⁽¹⁾	2017	2017 Target
Curtin	88.8%	89.3%	88.6%	88.2% ⁽²⁾	88.0%
Average WA universities	89.4%	89.9%	87.9%	86.9%	
Average ATN universities	89.0%	89.9%	87.5%	88.1%	
Average Sector	90.2%	90.3%	88.7%	88.8%	

Data source: 2014-2015, derived by MIR team, Office of Strategy and Planning, using national AGS-GDS datasets supplied by Graduate Careers Australia; 2016-2017 Curtin, ATN & Sector averages, Curtin UA GOS Tableau Report prepared and issued by the SRC; 2016-2017 WA average derived by MIR using national GOS datasets supplied by the SRC.

Notes:

(1) Indicates new time series; not directly comparable to historical figures. In 2016, the GDS changed to the GOS and the methodology for the percentage of domestic graduates in full-time or part-time employment expanded to also include casual employment.

(2) In 2017 the number of domestic Curtin survey respondents was 3,110, domestic Curtin graduate population size was 6,953 and the response rate was 44.7 per cent. The margin of error was +/-1.31 per cent at a 95 per cent confidence level.

Learning and Student Experience (continued)

Outcome Component: 4. Student Equity

Curtin, through its Student Equity Strategy, is committed to enhancing opportunities for people from diverse backgrounds to participate and succeed in higher education. A range of initiatives specifically addressing community outreach, access to Curtin and student equity support have been undertaken to facilitate a higher education environment that is inclusive and supportive of students from disadvantaged backgrounds, including Indigenous Australians and those from regional or remote communities.

Key Performance Indicator: 4.1 Percentage of total domestic enrolments – regional and remote students

Classification: Effectiveness measure

This is a new key performance indicator for 2017.

Benchmark gauge: WA universities, ATN universities and the Higher Education sector.

Regional and remote student enrolments are measured as a proportion of total domestic enrolments. The categorisation takes into account whether a domestic student's permanent address is considered urban, regional or remote at the commencement of study.

In 2017, despite improving on its 2016 performance, the target was not achieved. 2017 benchmark data is as yet unavailable, however historical data shows that Curtin has remained ahead of WA and ATN averages, but below the sector average. Curtin's Addressing Higher Educational Access Disadvantage (AHEAD), an educational outreach program working with regional and remote participants through a range of online and face-to-face initiatives, is expected to improve performance over the coming years.

PERCENTAGE OF TOTAL DOMESTIC ENROLMENTS – REGIONAL AND REMOTE STUDENTS

	2016 ⁽¹⁾	2017	2017 Target
Curtin	13.6%	16.2% ⁽²⁾	17.0%
Average WA Universities	13.2%	na ⁽³⁾	
Average ATN Universities	12.1%	na ⁽³⁾	
Average Sector	21.5%	na ⁽³⁾	

Data source: 2016 Equity groups data, Department of Education and Training.

Notes:

(1) No data was available for 2014 and 2015 in the Department of Education and Training report for student's permanent address at the commencement of study. The report only started including this data in 2016.

(2) The 2017 percentage is derived using Curtin's internal systems.

(3) Benchmark data for 2017 is not available due to timing of data collection and release by Department of Education and Training.

Learning and Student Experience (continued)

Key Performance Indicator: 4.2 Total enrolments – Indigenous students

Classification: Effectiveness measure

Benchmark gauge: WA universities, ATN universities and the Higher Education sector.

This is a new key performance indicator for 2017.

This measure includes all Indigenous students enrolled at Curtin, both undergraduate and postgraduate. Indigenous students are those students who identify themselves as being of Aboriginal and/or Torres Strait Islander descent.

In 2017 the University increased its overall indigenous enrolment numbers and achieved the target. Historical trends show that Curtin has been performing well above WA, ATN and sector averages for this measure.

TOTAL ENROLMENTS – INDIGENOUS STUDENTS

	2014	2015	2016	2017	2017 Target
Curtin	460	445	476	520 ⁽¹⁾	495
Average WA Universities	225	228	250	na ⁽²⁾	
Average ATN Universities	372	386	417	na ⁽²⁾	
Average Sector	308	323	356	na ⁽²⁾	

Data source: 2014-2016 Indigenous students data, Department of Education and Training.

Notes:

(1) 2017 number is derived using Curtin’s internal systems.

(2) Benchmark data for 2017 is not available due to timing of data collection and release by Department of Education and Training.

RESEARCH AND INNOVATION

Outcome Component: 5. Research Performance

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

Curtin’s research performance is dependent on its capacity to conduct research activities. The number of publications produced by research-active staff and Higher Degree Research completions are an indication of research intensity and productivity.

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 performance.

Key Performance Indicator: 5.1 Publications per Research Only/Teaching & Research staff FTE¹

Classification: Efficiency measure

Benchmark gauge: ATN universities and the Higher Education sector.

This is a new key performance indicator for 2017.

This measure provides an indication of the research productivity of Curtin research staff.

Publications are classified as the number of items in Clarivate’s Web of Science Core Collection indices with document type “Article” or “Review” via InCites. Staff full-time equivalent (FTE) includes all staff in “Teaching and Research” and “Research Only” functions. Staff FTE for the “Teaching and Research” function is calculated at 40 per cent of total FTE for the research function.

As data is reported with a year lag, benchmark data is only available up to 2016. Publication output per research staff FTE has grown steadily since 2014. Historical trends show that Curtin is tracking above ATN and sector averages. The University’s steady growth is due to numerous factors, aligned with Curtin’s strategic direction in research, which include a stronger focus on encouraging and supporting quality research outputs, leading to steady growth in scholarly journal articles over the last five years. Performance in forthcoming years is expected to grow due to significant investment in recruiting and retaining high quality researchers and in research infrastructure.

¹ This indicator measures the efficiency of Curtin’s core service, research.

PUBLICATIONS PER RESEARCH STAFF FTE

	2014	2015	2016	2017	2017 Target ⁽²⁾
Curtin	3.1	3.6	3.8	na ⁽¹⁾	3.7
Average ATN Universities	2.4	2.7	2.8	na ⁽¹⁾	
Average Sector	2.2	2.4	2.5	na ⁽¹⁾	

Data source: 2014-2016 Publications InCites dataset, Web of Science schema; 2014-2016 Staff FTE data, Department of Education and Training.

Notes:

(1) 2017 staff FTE data is not available due to timing of data collection and release by Department of Education and Training.

(2) New measure in 2017, no target is available for 2016. The above measure was introduced by Council at their meeting on 2 August 2017. The target was determined at a later date and approved at the 6 December 2017 Council meeting.

Research and Innovation (continued)

Key Performance Indicator: 5.2 Total research income (Cat 1-4)

Classification: Effectiveness measure

Benchmark gauge: ATN universities and the Higher Education sector.

Research income consists of four Higher Education Research Data Collection (HERDC) categories:

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

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

As research income data is reported with a year lag, data is only available up to 2016. In 2016, despite the total research income being marginally lower than 2015, the University continued to maintain twelfth place in Australia. The University is however making dedicated efforts to increase its share of total research income. The new research strategy initiatives in the 2017-2020 strategic plan are expected to increase research income for forthcoming years.

TOTAL RESEARCH INCOME (HERDC CAT 1-4)

	2014	2015	2016	2017	2016 Target	2017 Target ⁽²⁾
Curtin	\$80.5m	\$87.5m	\$86.8m	nd ⁽¹⁾	\$90.0m	\$90.0m
Average ATN Universities	\$70.5m	\$73.1m	\$70.6m	nd ⁽¹⁾		
Average Sector	\$91.3m	\$88.7m	\$90.1m	nd ⁽¹⁾		
All Australian Rank	12	12	12	nd ⁽¹⁾		

Data source: 2014-2016 Research income data, Department of Education and Training.

Notes:

(1) 2017 data is not available due to timing of data collection and release by Department of Education and Training.

(2) The above measure was re-introduced to the new strategic plan 2017-2020 by the Council at their meeting on 2 August 2017. The 2017 target was revised and approved at the 6 December 2017 Council meeting. The 2017 research income target in the 2013-2017 strategic plan was set at \$100 million. In the 2017-2020 strategic plan, the target for the measure was revised down to \$90m. This is in part due to the decline in Category 2 research income in 2016 and limited growth expected in Category 3 research income in the foreseeable future, due to a downturn in the industry economic outlook.

Research and Innovation (continued)

Key Performance Indicator: 5.3 Completion numbers – Higher Degree by Research (HDR) students

Classification: Effectiveness measure

Benchmark gauge: ATN universities and the Higher Education sector.

This is a new key performance indicator for 2017.

HDR Completions measures those students who completed their studies in a research Masters or Doctorate program. It is an important measure in determining future research training funding amounts from the Commonwealth government. HDR Completions also provides Curtin with an opportunity to benchmark its research productivity to other leading Australian universities.

2017 has seen a 13 per cent increase in the number of HDR completions since 2016. Benchmark data for 2017 is not yet available, but historical trends suggest that Curtin is ahead of ATN and sector averages for HDR completion numbers.

COMPLETION NUMBERS – HDR STUDENTS

	2014	2015	2016	2017	2017 Target
Curtin	297	292	307	347 ⁽¹⁾	305
Average ATN Universities	242	283	285	nd ⁽²⁾	
Average Sector	195	201	211	nd ⁽²⁾	

Data source: 2014-2016 Award course completions data, Department of Education and Training.

Notes:

(1) 2017 number is derived using Curtin’s internal systems. Data shows headcount.

(2) Benchmark data for 2017 is not available due to timing of data collection and release by Department of Education and Training.

ENGAGEMENT AND IMPACT

Outcome Component: 6. Industry Engagement

Engaging with industry provides Curtin with enhanced opportunities for undertaking research projects funded by industry, addressing industry challenges that result in outcomes that have both economic and community benefits. Industry-funded scholarships assist students financially, they also provide vital access to work experience opportunities and industry mentors, thereby improving the overall educational experience.

Key Performance Indicator: 6.1 Category 3 & 4 industry income and industry scholarships

Classification: Effectiveness measure

Benchmark gauge: There is no comparable data for benchmarking this measure.

This is a new key performance indicator for 2017.

Industry-related research income is measured by HERDC income Category 3 (Industry and Other Funds) and Category 4 (Cooperative Research Centres), measured in AUD million in the year in which it is earned. Money received from industry for funding various domestic undergraduate and postgraduate coursework scholarships is also used as an indicator of industry engagement.

As research income data is reported with a year lag, data is only available up to 2016. Moderate growth is expected for 2017 industry income due to the WA economic downturn.

INDUSTRY INCOME (CAT. 3-4) AND INDUSTRY SCHOLARSHIPS

	2014	2015	2016	2017	2017 Target ⁽²⁾
Industry Income (Cat.3-4) and Industry Scholarships	\$27.7m	\$30.1m	\$32.4m	na ⁽¹⁾	\$36.m

Data source: 2014–2016 Research income data, Department of Education and Training; 2014–2016 Scholarship data Curtin’s internal systems.

Notes:

(1) 2017 Research income data is unavailable due to timing of data collection and release by Department of Education and Training.

(2) New measure in 2017, no target is available for 2016.

PEOPLE AND CULTURE

Outcome Component: 7. Staff Engagement

YourVoice Staff Satisfaction survey provides a benchmark to measure the level of staff engagement, an outcome component of the 2017–2020 strategic plan, and the People and Culture enabling plan. The YourVoice Staff Satisfaction survey also measures how well Curtin is performing compared to other Australian universities, and is a key tool used for tracking organisational climate.

Key Performance Indicator: 7.1 YourVoice survey results – Passion/Engagement and Progress

Classification: Effectiveness measure

Benchmark gauge: ATN and Group of Eight (Go8), and All Universities.

This is a new key performance indicator for 2017.

The YourVoice survey is conducted biennially. It is administered by the Voice Project, an employee engagement survey provider. The 2016 survey was postponed until March 2017 to facilitate the involvement of staff at Curtin’s offshore campuses.

Results for the YourVoice survey are derived from the mean of responses to three sub-items for each item. For Passion/Engagement, these are: “Organisational commitment”; “Job satisfaction” and “Intention to stay”. For Progress, these are: “Organisational objectives”, “Change and innovation” and “Client satisfaction”.

Curtin’s 2017 performance for “Passion/Engagement” has improved since 2014, but is tracking below target and All Universities average. Results for “Progress” has improved since 2014, is equal to the ATN and Go8 average, and is higher than the All Universities average.

YOURVOICE STAFF SURVEY RESULTS

	2012 ⁽¹⁾	2014 ⁽³⁾	2017	2017 Target
Passion/Engagement				
Curtin	71%	71%	76% ⁽⁵⁾	Above ATN/Go8 avg
ATN and Go8 average	na ⁽²⁾	76% ⁽⁴⁾	78%	
All Universities average	74%	75%	77%	
Progress				
Curtin	58%	52%	64%	Above ATN/Go8 avg
ATN and Go8 average	na ⁽²⁾	62% ⁽⁴⁾	64%	
All Universities average	56%	57%	60%	

Data source: Data compiled by the Voice Project that conducted this survey for Curtin.

Notes:

(1) In 2012, only continuing and fixed-term staff were surveyed.

(2) No data available for ATN and Go8 in 2012.

(3) From 2014, professional casual staff and academic sessional staff were also included in the survey.

(4) Data for ATN and Go8 is a new comparison category from 2014. The Go8 is an alliance of eight research-intensive Australian universities.

(5) Curtin introduced its Malaysia and Singapore campuses in the 2017 survey. In 2017 the number of Curtin survey respondents was 3,549, population size was 5,456, and the response rate was 65 per cent. The margin of error was +/-1.0 per cent at 95 per cent confidence level.

People and Culture (continued)

Outcome Component: 8. Diversity and Equity

An increased number 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: 8.1 Number of Indigenous staff and internships

Classification: Effectiveness measure

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

This is a new key performance indicator for 2017.

Indigenous staff include Continuing/Fixed Term and Sessional/Casual staff who have self-identified as Indigenous (of Aboriginal or Torres Strait Islander descent). Internships includes Indigenous students undertaking casual employment through Curtin’s “Earn While You Learn” program and “Indigenous Student Placement Program.”

The target and 2016 performance were exceeded in 2017. Growing Indigenous staff numbers continues to be an important and longer term goal of the University.

NUMBER OF INDIGENOUS STAFF AND INTERNS

	2014	2015	2016	2017	2017 Target
Indigenous Staff and Interns	79	87	94	106	100

Data source: 2014-2017 Indigenous staff and interns data is derived from Curtin’s internal systems.

People and Culture (continued)

Key Performance Indicator: 8.2 Staff gender balance

Classification: Effectiveness measure

Benchmark gauge: ATN universities and the Higher Education sector.

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

Curtin’s outcome in 2017 for female staff in ALE positions has improved when compared to 2016. However, the outcomes for both categories are below the targets and benchmarks of ATN and sector averages. Strategies are in place to guide Curtin in achieving its longer term targets including the Science in Australia Gender Equity Athena Swan Pilot Project initiatives. Focus on academic promotion and career development is expected to have a continuing positive impact on the representation of women at ALE positions.

FEMALES IN PROFESSIONAL HEW ≥10 POSITIONS

	2014	2015	2016	2017	2017 Target
Curtin	38.8%	39.2%	44.5%	44.5% ⁽¹⁾	48% - 52%
ATN Average	48.3%	48.4%	48.9%	na ⁽²⁾	
Sector Average	51.2%	51.3%	51.7%	na ⁽²⁾	

FEMALES IN ACADEMIC LEVEL E POSITIONS

	2014	2015	2016	2017	2017 Target
Curtin	16.7%	15.8%	15.6%	21.5% ⁽¹⁾	24.0%
ATN Average	25.6%	26.1%	25.3%	na ⁽²⁾	
Sector Average	24.9%	25.9%	27.4%	na ⁽²⁾	

Data source: 2014-2016 data, Australian Higher Education Industrial Association (AHEIA).

Notes:

(1) 2017 percentage is derived using Curtin’s internal systems

(2) 2017 Benchmark data is unavailable due to timing of data collection and release by AHEIA.

GLOBAL POSITIONING

Outcome Component: 9. International Reputation

To be a leading international university, Curtin must have strong research performance and enhance its international reputation through global collaborations and outreach.

Research outputs with international co-authors provide an indication of the level of international engagement of academic staff with their peers overseas. Steady and cumulative growth in such research outputs enhances the visibility of Curtin research and cements key relationships, which are key drivers for reputation, collaboration and citations.

The prestige of being ranked within the Academic Ranking of World Universities (ARWU) provides significant opportunities to seek new teaching and research alliances with high achieving universities, benefiting both staff and students. The measures reflect credible external evaluations.

Key Performance Indicator: 9.1 International co-authorship

Classification: Effectiveness measure

Benchmark gauge: There is no comparable data for benchmarking for this measure.

This is a new key performance indicator for 2017.

Comparison of Curtin's percentage of international co-authorship against previous years reflects the level of international engagement of staff with peers overseas.

This measure details the percentage of total research publications which have at least one co-author with an international-only affiliation on the publication. Research publications have been defined under the last Higher Education Research Data Collection (HERDC) – Return 2 specifications (2015 on 2014 data). The Commonwealth Government has ceased collecting publication data since 2015. 2015–2016 data is provided from the University's research information management system "Elements" using the same data definition as provided in the last HERDC – Return 2 specifications.

The percentage of international co-authorships has grown steadily. It is expected that the target will be achieved in 2017.

INTERNATIONAL CO-AUTHORSHIP

	2014	2015	2016	2017	2017 Target ⁽²⁾
% International Co-Authorship	44%	42%	47%	na ⁽¹⁾	42%

Data source: 2014 data, HERDC Publications Department of Education and Training; 2015–2016 data, Elements research information management system. Notes: (1) 2017 data is unavailable due to timing of data collection within Elements. (2) New measure in 2017, no target is available for 2016.

Key Performance Indicator: 9.2 The Academic Ranking of World Universities (ARWU) ranking

Classification: Effectiveness measure

Benchmark gauge: There are no comparable measures for WA or sector.

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 1,300 universities are ranked by ARWU and the top 800 are published on the web. Rise in rank indicates the progress of Curtin in attaining leadership in research and education.

Curtin is estimated to rank 180th in the world in 2017, a significant improvement in rank. Among Australian universities, it is positioned in the national top ten, achieving its target.

ARWU RANKING

	2014	2015	2016	2017	2017 Target
World Rank	301-400	201-300	201-300	151-200	Top 200 by 2020
Estimated World Rank	303=	270	211	180	
National Rank	10-18	9-11	9-14	9-10	Top 10 by 2020
Estimated National Rank	10=	11	10	9	

Data source: 2014–2017 ARWU ranking data, ShanghaiRanking Consultancy; 2014–2017 estimated ranks are calculated by Curtin's Office of Strategy and Planning using publicly available scores and a factored calculation.

SUSTAINABLE FUTURE

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)²

Classification: Efficiency measure

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

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.

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.

² This indicator measures the efficiency of Curtin's core service, teaching and learning.

TEACHING AND LEARNING EXPENDITURE PER STUDENT EFTSL

	2014	2015	2016	2017
T&L Expenditure	\$627,778	\$639,978	\$633,110	\$627,788
EFTSL	38,525	38,506	37,537	36,676
T&L Expenditure per EFTSL	\$16,295	\$16,620	\$16,866	\$17,117

Data source: 2014–2017 data, Curtin's internal systems.

Key Performance Indicator: 10.2 Revenue from non-Commonwealth sources

Classification: Effectiveness measure

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

This is a new key performance indicator for 2017.

This measure shows the percentage of funding that is not sourced from Australian Government Financial Assistance or Upfront Student HECS-HELP Contributions, as a measure of Curtin's long term financial sustainability.

Curtin is slightly under target and numerous strategies are in place to grow revenue from non-Commonwealth sources.

REVENUE FROM NON-COMMONWEALTH SOURCES

	2014	2015	2016	2017	2017 Target
Non-Commonwealth Sources	41.6%	41.8%	40.5%	39.7%	42.0%

Data source: 2014–2017 data, Curtin's internal systems.

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