



Curtin University



CURTIN  
**VIRTUAL**  
OPEN DAY



# ***Annual Report 2020***

*Western Australia | Malaysia | Singapore | Dubai | Mauritius*

**curtin.edu.au**

## 2020 Annual Report

### Cover image:

1. The establishment of the Carrolup Centre for Truth-telling at Curtin, featuring artworks by children incarcerated at the Carrolup Native Settlement near Katanning in the late 1940s, will ensure that ongoing generations of Western Australians know and understand the stories of the Stolen Generations. An establishment ceremony for the new centre was held at Curtin in November 2020.
2. The COVID-19 pandemic necessitated many of Curtin's usual activities moving online in 2020, including its annual Open Day which was held as a wholly virtual event.
3. Curtin's co-investment with the state and federal governments in a best-in-class geoscience ion probe will greatly assist in the search for new mineral deposits.



Congratulations to John Curtin Distinguished Professor Steven Tingay, named joint winner of the Scientist of the Year Award at the 2020 Western Australian Premier's Science Awards. Professor Tingay is a world-renowned astronomer from Curtin's Institute of Radio Astronomy (CIRA) and the International Centre for Radio Astronomy Research (ICRAR).

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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

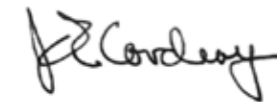
In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the Annual Report of Curtin University for the year ended 31 December 2020.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*, and is provided pursuant to a resolution of the University’s Council.

Yours sincerely



**Dr Andrew Crane**  
Chancellor



**John Cordery**  
Interim Vice-Chancellor

On behalf of the University Council dated this 17th day of March 2021



## About Curtin

Curtin University is Western Australia’s largest university, with 59,222 enrolled students across its Australian and international campuses in 2020\*. Of these, 22 per cent held international citizenship.

Established in 1986, the University takes its name from John Curtin, the influential and widely respected former Prime Minister of Australia, 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 strive for a better future for all.

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

Curtin has campuses in Australia, Malaysia, Singapore, Dubai and Mauritius. The University’s largest campus is in the suburb of Bentley, six kilometres south of the centre of Perth, Western Australia. Curtin has four other sites in the Perth CBD, a new campus in east metropolitan Midland and a regional campus in Kalgoorlie.

The University’s educational and research programs are spread 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 Management and Marketing
  - School of Accounting, Economics and Finance
- **Faculty of Health Sciences**
  - Curtin Medical School
  - Curtin School of Nursing
  - Curtin School of Allied Health
  - Curtin School of Population 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 agriculture and environment, astronomy and astrophysics, business, defence, digital and emerging technologies, digital humanities, health and medicine, indigenous studies, minerals and energy, society and culture, space and sustainability.

Curtin has close links with business, industry, government and the community, and its courses have a strong applied focus, with many involving work experience components. As a result, Curtin graduates are seen as highly desirable by employers, with skills that enable them to be successful and make a genuine and positive contribution 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](http://curtin.edu.au)

\* The total number of enrolled students includes those studying in non-award Open Universities Australia programs.

## Curtin locations



### Perth

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



### Perth city

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



**Curtin Law School**  
 57 Murray Street, PERTH WA 6000



**Curtin University St Georges Terrace**  
 137 and 139 St Georges Terrace  
 PERTH, WA 6000



### Midland

**Curtin Centennial Place**  
 Centennial Place, MIDLAND WA 6056



### Kalgoorlie

**Curtin Kalgoorlie**  
 Egan Street, KALGOORLIE WA 6430



### Malaysia

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



### Singapore

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



### Dubai

**Curtin Dubai**  
 Block 11, 4th floor,  
 Dubai International Academic  
 City, DUBAI  
[curtindubai.ac.ae](http://curtindubai.ac.ae)



### Mauritius

**Curtin Mauritius**  
 Telfair, MOKA,  
 REPUBLIC OF MAURITIUS  
[curtinmauritius.ac.mu](http://curtinmauritius.ac.mu)



## Chancellor's foreword



**In last year's annual report I commented that Curtin's strong traditions of innovation and industry-connectedness and its international outlook continued to serve it well, but that we needed to guard against complacency and the common mistake of extrapolating from the recent past and assuming the future will be the same.**

In saying this, I hadn't anticipated just how much the landscape could shift in a single year.

Like universities around the country, Curtin has had to make some significant operational and financial adjustments to deal with the challenges of the global COVID-19 pandemic, which have been unprecedented. I am incredibly proud of the way that staff in Curtin's various locations have responded, keeping our students learning and our research projects on track despite some very difficult circumstances, especially at our overseas campuses.

Amid these major shifts and challenges, the pandemic has shone a light on the importance of universities not only as trusted sources of information, but as engines of recovery and innovation. Our knowledge and expertise has come to the fore in dealing with COVID's varied health, social and economic impacts, both immediate and ongoing, and this is driving important new collaborations with both government and industry.

In these unpredictable times, sound governance is more important than ever. During the year, Council continued to adopt the recommendations arising from a 2019 review of its operations, undertaken by Emeritus Professor Geoffrey Kiel of Strategic Governance Pty Ltd. I am very pleased to report that Council was given a very strong tick of approval, with Professor Kiel noting that our processes were "very robust and in accordance with contemporary thinking about Australian university governance" and that Curtin could lay claim to being sector-leading in this area. In a landscape where expectations for the management of our major organisations are continuing to increase, it was good to see the University's strategic planning, monitoring, risk management, compliance and policy management processes singled out for praise. We will continue to strive for best practice in all of these important governance areas.

During 2020, Council helped steer some key developments for Curtin including oversight of its strategic response to the COVID-19 pandemic, the revision and extension of its strategic plan until 2022 and approval of revised procedures for the governance of related entities.

Council warmly welcomed the following new members in 2020: Mr David Southam, a senior business executive and company director of a number of ASX listed and private enterprises; Dr Kate Stannage, a leading orthopaedic surgeon and experienced Board member; and postgraduate student representative Ms May Majimbi.

In addition to this, two highly experienced industry executives have been co-opted to key committees of Council: technology and risk executive and Chief Information Officer at Iluka Resources, Mr Matt Mueller, has joined our Audit, Risk and Compliance Committee; and business executive and Chief Executive Officer of the Warburton Group, Mr Darren Weaver, has joined our Finance Committee.

We also farewelled some long-serving and highly valued members in Mr Steve Scudamore, Ms Sue Wilson and Professor Glennnda Scully, all of whom made an enormous contribution during their time on Council. Sue also served as Pro-Chancellor from 2015 and has now been replaced in this role by Dr Vanessa Guthrie, a highly accomplished executive and non-executive director who first joined Council in 2017. I also wish to thank departing postgraduate student representative Ms Romana-Rea Begicevic for her service to Council since 2018.

Of course, a major departure from Council and from Curtin in 2020 was that of Vice-Chancellor Professor Deborah Terry, who left the University mid-year to take up the position of Vice-Chancellor at the University of Queensland.

Professor Terry made an enormous contribution during her six-and-a-half years of leadership at Curtin, overseeing the strong growth of the University's research capacity and rankings, its international expansion and the strengthening of its profile and reputation locally. Her consultative style and values-based leadership also attracted wide respect, as became clear when I sought the views of staff and the wider Perth community on what key attributes we should look for in her replacement.

Following an extensive international search, Council was very pleased to approve the appointment of Professor Harlene Hayne in October. Professor Hayne, who will take up her new role at Curtin in April 2021, is the Vice-Chancellor of the University of Otago in New Zealand and was awarded the New Zealand Order of Merit for services to scientific and medical research in 2009. Originally from the United States where she trained as a psychologist, Professor Hayne is a highly respected academic with deep university leadership experience and an established record in building strong external relationships and partnerships.

Council is confident that she will continue Professor Terry's strong legacy of values-based leadership as she steers Curtin on the next leg of its journey. We are also confident that she will further strengthen Curtin's reputation for diversity and inclusion, given that this has been a proud area of focus for her during her time at the University of Otago.

I would like to thank Professor John Cordery for taking on the role of Vice-Chancellor in this transition period. He has guided Curtin with great strength and vision during a particularly challenging time for higher education and I applaud him for his hard work, dedication and leadership.

Despite the unpredictability of the future for us all, I have no doubt our focus on innovation, international outlook and industry will remain key as Curtin plays its role in the national, regional and global recovery from the pandemic in 2021 and beyond.

**Dr Andrew Crane**  
Chancellor

### About the Chancellor

Dr Andrew Crane has served on Curtin's governing body, University Council, since 1 April 2015 – initially as a member appointed by the Governor, and then as Chancellor since 1 January 2019. He has held executive positions in marketing, trading, manufacturing, strategy and business development and was most recently the CEO of the CBH Group. He holds a Bachelor of Science in Environmental Studies, a PhD in Remote Sensing of Agriculture and is a Fellow of the Australian Institute of Directors. In 2020, University Council elected Dr Crane to continue in the position of Chancellor for another three years, following the expiry of his current term of office on 31 March 2021.



## Vice-Chancellor's report



**Higher education was amongst the first sectors to be affected by the outbreak of COVID-19, when the Australian Government shut the border in February to foreign nationals arriving from China, in order to fight the spread of the virus. This measure was soon followed by the full closure of international, interstate and intrastate borders.**

As a consequence of the COVID-19 pandemic, Curtin – like other universities – had to very quickly take most of its extensive operations online to ensure the safety of students, staff and the wider community, effectively emptying out our usually busy and vibrant campuses. I applaud the effort, adaptability and creativity of our staff in continuing to teach and conduct research under such difficult conditions, and for providing additional support to students impacted by the pandemic.

Curtin was able to welcome students back to its Perth campuses in August, although some of our offshore campuses were still closed at the end of the year, reflecting local circumstances and directives. It is hard for anyone to predict how the pandemic will continue to play out in 2021, but it is reassuring to know how effectively we have been able to respond to these rapidly changing conditions to date.

Our students have been impacted by COVID-19 in a range of different ways – losing jobs, enduring separation from their families due to border closures and, in the case of many of our onshore international students, struggling financially because they didn't qualify for government income support. Curtin initiated COVID-19 scholarships and emergency funds to help students in financial need, and it was wonderful to see the greater Curtin community rallying to the cause when a fundraising campaign was launched in May.

Professor Deborah Terry led the University through the first stages of the pandemic with great strength and compassion, keeping our large Curtin community feeling well informed and connected despite the distances we had to keep. I was honoured to take up the interim leadership role when she left in late July to become the Vice-Chancellor of the University of Queensland, following her six-and-a-half years of exemplary service to Curtin.

I am pleased to report that the University managed to continue its successful trajectory and celebrate many achievements throughout this difficult and disrupted year. For example, Curtin improved its position across a number of global rankings in 2020, including a rise to 217th for the QS World University Rankings, and was consistently ranked ninth nationally.

Curtin received the highest rating of five stars for five of the six student experience focus areas in the 2021 Good Universities Guide, with four of the six recording more than 80 per cent satisfaction. Curtin is positioned first among Western Australia's public universities for full-time employment, graduate starting salary and learner engagement and we continued to rank number one in Australia for medicine for overall experience, teaching quality, learner engagement and learning resources.

In terms of individual recognition, we were delighted when esteemed astronomer John Curtin Distinguished Professor Steven Tingay was jointly named Scientist of the Year at the 2020 Western Australian Premier's Science Awards – the third year in a row that Curtin has been recognised in this category. And Ms Morgan Cox, a PhD candidate and planetary geologist from Curtin's School of Earth and Planetary Sciences, was named the joint ExxonMobil Student Scientist of the Year at the awards.

Curtin also fared well at the Young Tall Poppy Science Awards, with four of our up-and-coming researchers recognised for their significant achievements: Dr Adam Cross, Dr Raffaella Demichelis, Associate Professor Nina Tirnitz-Parker and Dr Zoe Richards. It was also pleasing to have seven Curtin researchers named among the very best in the world in their areas of expertise in the Clarivate Analytics Highly Cited Researchers List for 2020. And it was wonderful to see Professor Kim Scott from our School of Media, Creative Arts and Social Inquiry inducted into the Writers Hall of Fame at the Western Australian Premier's Book Awards. More information on

external recognition for staff, students and other members of the Curtin community, can be found on page 10.

It was certainly a challenging time for research in 2020, with international collaborations, travel and fieldwork all adversely affected, as was the recruitment of researchers and postgraduate students from outside Western Australia. Despite these challenges and restrictions, Curtin attracted many significant grants throughout the year that will help it progress research projects of significance to the community across a range of spheres: from developing a new method of producing, storing and exporting green hydrogen, to investigating the early indicators of cognitive impairment in babies and trialling a new form of treatment for Alzheimer's disease.

Excitingly, the Curtin node of the International Centre for Radio Astronomy Research (ICRAR) completed preparations for the construction of the Square Kilometre Array (SKA) in Western Australia, following seven years of design and prototyping work. Building of the SKA, which will read and process signals from deep outer space, is due to begin in 2021. We are also delighted that a \$10 million co-investment with the state and federal governments is allowing us to replace our 27-year-old Sensitive High Resolution Ion MicroProbe (SHRIMP) with a new best-in-class Geoscience Ion Probe, supporting the search for new mineral deposits.

Meanwhile, a new alliance agreement signed with BHP will support the development of a wide range of research and innovation projects focusing on mining modernisation, automation and sustainability, alongside scholarships, internships and work-integrated learning opportunities for our students. The agreement also supports the appointment of Professor Stephen van Leeuwen as the BHP Indigenous Chair of Biodiversity and Environmental Science, helping to build a Western-Indigenous science interface so that landscapes for threatened species can be managed in new ways.

If it is possible to talk about positive developments arising from the pandemic, then the extent to which scientific conversation has entered the general discourse is definitely a major one and, of course, the pandemic has clearly highlighted the importance and value of robust, relevant and translational research. Curtin researchers are now involved in a range of government-funded projects contributing to the global fight against COVID-19, spanning physical and mental health, data and policy analysis and increasing our understanding of its health, economic and social impacts. Curtin experts also provided a breadth of expert commentary on COVID-19 matters to national and international media throughout the year.

Curtin has maintained its strong commitment to advancing reconciliation with Australia's First Nations people and support for the Uluru Statement from the Heart. During the COVID-delayed NAIDOC Week in November, Curtin held the establishment ceremony for its Carrolup Centre for Truth-telling. With support from the community, our plan is to establish a permanent home for rare and precious artworks by children of the Stolen Generations (*The Herbert Mayer Collection of Carrolup Artwork*) to provide a focal point for truth-telling and reconciliation. This very moving event included the unveiling of our new Yarning Circle on the Perth Campus.

Work continued throughout the year on the Exchange precinct on our Perth Campus, which will provide new teaching and research facilities, on-campus accommodation for students, a boutique hotel, residential apartments and retail facilities. Tragically, however, a young worker was killed on the Lendlease construction site for our new School of Design and the Built Environment building in this precinct in October, and two of his colleagues were injured. Needless to say, this event devastated the whole Curtin community and the University will cooperate fully with the ongoing Worksafe investigation.

Curtin is planning to further expand its learning spaces and offerings in the Perth CBD, thanks to a grant from the State Government as part of its 'Perth City Deal'. This funding will help us build on our existing presence in the CBD, where our Curtin Law School and Graduate School of Business currently operate, while supporting the regeneration of the 'historic heart' of the city.

As well as turning our day-to-day activities on their head, COVID-19 left Curtin, like other universities, with a fresh set of financial challenges. However, we were able to respond very effectively to these funding constraints throughout 2020, through a variety of cost-savings measures, and have ended the year in a sound financial position.

We move into 2021 with a revitalised and extended strategic plan, and are well-positioned to play an important role in leading the post-pandemic recovery, through our research collaborations with both industry and government that are helping to create new industries and jobs, and by continuing to deliver a graduate workforce well equipped to thrive in dynamic and uncertain times.

**Professor John Cordery**  
Interim Vice-Chancellor

### About the Interim Vice-Chancellor

Professor John Cordery was appointed as Curtin's Provost in July 2015 and became interim Vice-Chancellor in July 2020, assuming leadership of the University as an international search for a new Vice-Chancellor was undertaken. Professor Cordery came to Curtin from The University of Western Australia, where he was Professor in Management and Organisations within the UWA Business School and Chair of Academic Board. He holds a Bachelor of Science from the University of Otago, a Master of Science from the University of Canterbury, and a PhD in Psychology from the University of Sheffield. In 2019, he was elected a Fellow of the Academy of Social Sciences in Australia.

## COVID-19 snapshot

The COVID-19 pandemic required a major organisational response from universities throughout Australia in 2020 to keep staff working and students learning. This snapshot captures some of the key shifts made at Curtin's Western Australian campuses to protect the health and wellbeing of the community and maintain the University's financial viability as it went about its core business.

<b>January</b>	Media reports of a novel coronavirus, mostly in the Chinese city of Wuhan, spark concerns of a global pandemic. Curtin implements a staff and student travel ban to Wuhan and Hubei provinces, requests deferral of all non-essential travel to China, Hong Kong and Macau and asks staff and students currently in China on Curtin business to return to Australia. The Vice-Chancellor institutes regular COVID-19 updates to Curtin staff and students that will continue throughout the year.
<b>February</b>	Restrictions on travel from China to Australia are imposed by the Federal Government on 1 February. Just over 60 per cent of the Chinese students planning to study onshore at Curtin (around 850 students) are still in China and unable to arrive for the start of first semester on 24 February. Work begins to support these students with online study options and the offer of a \$1,500 fee remission. A COVID-19 website is established to provide updates to the Curtin community and link them to key external sources of information.
<b>March</b>	<p>Just prior to the World Health Organisation officially declaring a COVID-19 pandemic on March 11, Curtin activates its Pandemic Plan. This is overseen by its Critical Incident Management Team, which meets regularly to monitor developments and determine Curtin's response.</p> <p>Curtin cancels all University-related overseas travel for staff and students. Students on placement in Italy and South Korea are recalled, with a watching brief on other locations where COVID cases are rapidly increasing and, by the end of the month, all of those travelling overseas have been recalled. Planning begins to support staff to begin working from home, for teaching to be moved online and for alternative arrangements to be made for student placements. An extra tuition-free week is scheduled to give both staff and students time to prepare for the transition to online learning.</p> <p>A business continuity plan is developed so that critical research activities are able to continue during the pandemic. A website hub is also created to provide researchers with information key to successfully managing their research throughout this time, including information on maintaining research materials (including biohazards), managing project milestones and contracts, managing the ongoing ethical requirements of their research and maintaining relationships with industry and funders.</p>
<b>April</b>	<p>During what would become Western Australia's toughest month of COVID-19 restrictions in 2020, Curtin staff are now working from home wherever possible, and all learning has shifted online. An online tool is used to check on the wellbeing of staff working from home and specific arrangements are made for those who feel at-risk in this environment.</p> <p>With many students losing part-time jobs and income, and needing to adjust rapidly to online learning, Curtin introduces a range of support measures including financial support bursaries for both domestic and international students, subsidised places in Curtin's on-campus accommodation in Perth and Kalgoorlie, halving of the Student Services and Amenities Fee and relaxation of course assessment processes. Just over \$3 million in COVID-19 financial support bursaries is paid to students in 2020.</p> <p>Curtin starts to assess the potential financial impact of the pandemic and implements a range of cost-saving measures including freezes on staff appointments and the deferral of non-essential capital works. Staff are encouraged to use up their excess leave and the Senior Executive Team take a 10 per cent pay cut for the next six months.</p>

<b>May</b>	<p>The University launches its Curtin Cares campaign to raise additional funds for students in financial distress and to help upskill teachers and health workers working on the frontline. It raises over \$625,000. The Curtin Student Guild also establishes an emergency food relief program which proves essential support for many students, particularly international students not eligible for government assistance.</p> <p>In recognition of the significant stress that Year 12 students are under, Curtin opens its TISC applications three months early and introduces expanded entry pathways including entry based on their predicted ATAR from their Year 11 studies.</p> <p>In response to the Federal Government's Higher Education Relief Package announced in April - which includes funding for discounted, six-month online courses for those whose work has been disrupted by COVID-19 - Curtin offers courses across the priority areas of health, education, engineering, architecture and construction.</p> <p>With the State's COVID-19 restrictions being progressively relaxed due to containment of the virus, planning begins for staff to return to campus and for students to return to campus for Semester 2, with special arrangements in place for those most vulnerable to becoming severely ill with the virus. Fieldwork placements within the State resume following the removal of intrastate border restrictions, with new fieldwork protocols developed to minimise ongoing COVID risks.</p>
<b>June</b>	Staff are directed to return to campus to work wherever possible, observing the two square metre distancing rule (which will be in place for the rest of the year), limiting face-to-face meetings and following necessary health and hygiene precautions.
<b>July</b>	<p>Students return to campus for Semester 2, with a blend of face-to-face and online learning to ensure the two square metre rule is maintained in learning spaces. Orientation activities are run online. Students still unable to travel to Western Australia because of ongoing border restrictions continue to receive support to study online.</p> <p>Events are now permitted on campus for up to 100 people as long as distancing requirements are met.</p>
<b>August</b>	The University determines that a reduction of around \$45 million to its operating base is required to address COVID-related financial and operational challenges over the next three years. A consultation paper is released to staff canvassing several broad cost-savings proposals - including forgoing the two per cent pay increase scheduled for June 2021 (which is voted against), a voluntary redundancy scheme and review of work allocation and practices. Staff are also invited to suggest budgetary savings.
<b>September</b>	<p>Following a well-subscribed expression of interest phase, formal applications for voluntary redundancy open on 23 September.</p> <p>Given ongoing crowd restrictions, Curtin's annual Open Day is held as a virtual event for the first time ever, incorporating a mix of pre-recorded and live interactive sessions for prospective students.</p>
<b>October</b>	<p>With practical and clinical placements disrupted by COVID, Curtin continues to negotiate with placement partners, the government, registration boards and professional bodies for students to complete the requirements for completion of their degrees.</p> <p>Five graduation ceremonies are held at the Perth Exhibition and Convention Centre, in line with COVID requirements, and livestreamed for the first time to audience members unable to attend in person.</p>
<b>November</b>	A total of 140 voluntary staff redundancies are approved, achieving \$21 million in employment savings towards the overall employment savings goal of \$41 million. Faculty, School and area change proposals are developed to help achieve further savings, in consultation with staff.
<b>December</b>	<p>Curtin decides that lectures will remain online and that the two square metre rule will continue to be observed on Western Australian campuses as planning continues for the delivery of courses in the first semester of 2021. In light of ongoing border restrictions, all outbound student travel for first semester is postponed.</p> <p>In line with State Government requirements, Curtin introduces the SafeWA check-in app at specific venues on campus. Over the Christmas break, a series of social events and volunteering opportunities are organised for international students unable to connect with family and friends because of ongoing travel restrictions.</p>

### Response at Curtin's offshore campuses

Curtin's offshore campuses in Malaysia, Singapore, Dubai and Mauritius responded individually to the COVID-19 pandemic, in line with the government directives within those countries and jurisdictions. Most of the campuses were closed for the majority of 2020, with staff working from home and student learning moving online, although students were able to return to the Mauritius campus in semester two for some face-to-face teaching thanks to consistently low numbers of COVID-19 cases in that country. Plans for students to return to the Dubai campus in September were cancelled by escalating COVID-19 infection numbers that have continued into the first part of 2021.



## External honours and recognition

### Recognition for Curtin staff

- **John Curtin Distinguished Professor Steven Tingay** from Curtin's Institute of Radio Astronomy was named **joint Scientist of the Year** at the 2020 Western Australian Premier's Science Awards. This is the third year in a row that Curtin has received this top recognition.
- Four Curtin researchers were recognised with **WA Young Tall Poppy Science Awards**: **Associate Professor Nina Tirnitz-Parker** from the Liver Disease and Regeneration Group and **Dr Adam Cross, Dr Raffaella Demichelis** and **Dr Zoe Richards**, all from the School of Molecular and Life Sciences.
- **Professor Ryan Loxton**, an ARC Future Fellow from Curtin's School of Electrical Engineering, Computing and Mathematical Sciences, was awarded the prestigious **Christopher Heyde Medal** by the Australian Academy of Science for his distinguished research in applied mathematics.
- **Professor Kim Scott** from the School of Media, Creative Arts and Social Inquiry was inducted into the **Writers Hall of Fame** at the recent Western Australian Premier's Book Awards.
- **Associate Professor Rachel Sheffield** from the School of Education was inducted into the **WA Women's Hall of Fame** by WA Governor the Hon Kim Beazley, recognising her contributions to STEM. Sessional academic **Tandi Kuwana** was also among the 15 inductees.
- **Professor Donna Chung** from the School of Occupational Therapy, Social Work and Speech Pathology was appointed to the **State Recovery Advisory Group** to help lead WA's recovery from the impact of COVID-19, recognising her expertise in women's social issues, including domestic violence and homelessness.
- **Dr Hannah McGlade** and **Dr Crystal Abidin** from the School of Media, Creative Arts and Social Inquiry were recipients of **ABC Top 5 Humanities media residencies**. Dr McGlade, a Senior Indigenous Research Fellow in School of Media, Creative Arts and Social Inquiry, also won the **Outstanding Achievement Award at the 2020 NAIDOC Perth Awards**.
- **Sabina Shugg**, Curtin's Kalgoorlie Campus Director, was appointed by Regional Development Minister Alannah MacTiernan to the position of **Chairperson on the Board of the Goldfields-Esperance Development Commission**.
- **Professor Cheryl Kickett-Tucker** from the School of Education was appointed to the **National Indigenous Voice Co-Design group**, one of 14 members who will work together to develop models for a national voice to government.
- **Associate Professor Janet Beilby** from the School of Occupational Therapy, Speech Pathology and Social Work was awarded a **Tech [+] 20 award** from Women in Technology Western Australia, recognising her outstanding leadership in technological advancement for women in the state.
- **Emeritus Professor Chem Nayar** from the School of Electrical Engineering, Computing and Mathematical Sciences was nominated for the **2021 WA Australian of the Year**.
- Seven researchers were recognised in the **Clarivate Analytics Highly Cited Researchers List**, recognising academics who have demonstrated significant and broad influence in a chosen field of research through the publication of multiple highly cited papers within the last decade. They are: **John Curtin Distinguished Professors Zongping Shao, Moses Tade, Simon Wilde, and Yong Wu; Professor Peter Gething; Associate Professor Nick Golding;** and **Visiting Professor Mark Chase** from the Royal Botanic Gardens, Kew, United Kingdom.
- **Emeritus Professor Michael Alpers**, a leading global expert on infectious diseases, was named the 2020 recipient of **The Australian and New Zealand Association for the Advancement of Science (ANZAAS) Medal** for his exceptional contribution to science.
- **Maria Papas**, a sessional academic in the School of Media, Creative Arts and Social Inquiry, won the **2020 City of Fremantle Hungerford Award** for her manuscript, *I Belong to the Lake*.



Associate Professor Rachel Sheffield and Tandi Kuwana: WA Women's Hall of Fame inductees.

- **Associate Professor Susan Bradley-Smith** from the School of Media, Creative Arts and Social Inquiry won the **2020 Niall Lucy Award** for her poetry book *Gladland* (Recent Work Press, 2020).
- **Dr Fei Sim** from the School of Pharmacy and Biomedical Sciences was made a **Fellow of the Pharmaceutical Society of Australia**.
- **Professor Sandra Eades**, Dean of the Curtin Medical School, was elected a **Fellow of the Australian Academy of the Social Sciences** and was appointed to the advisory council of the **Future Health Research and Innovation Fund**.
- **Professor Kevin Batty** from the School of Pharmacy and Biomedical Sciences was awarded the **Australasian Pharmaceutical Science Association (APSA) Medal**, which recognises excellence and lasting contribution to the pharmaceutical sciences, pharmacy practice and/or pharmacy education.
- **Professor Jeff Hughes** from the School of Pharmacy and Biomedical Sciences was awarded the **Society of Hospital Pharmacists of Australia's Fred J Boyd Award**, recognising his commitment to excellence in teaching, learning and innovation, and extensive accomplishments as an outstanding pharmacy practitioner, educator and researcher.
- **John Curtin Distinguished Professor Lin Fritschi** from the School of Public Health was elected a **Fellow of the Australian Academy of Health and Medical Sciences** and was awarded the **Australasian Epidemiological Association Life Membership Award**. Professor Fritschi is internationally renowned for her work in the areas of cancer aetiology, occupational health and exposure assessment.
- **John Curtin Distinguished Professor Kingsley Dixon** from the School of Molecular and Life Sciences was elected a **Fellow of the Australian Academy of Technology and Engineering**.

- The following staff received **Citations for Outstanding Contributions to Student Learning at the Australian Awards for University Teaching**: **Dr Leo Ng** and **Dr Magdy Elnashar** from the Faculty of Health Sciences; the late **Dr Rachna Aggarwal** from the Centre for Aboriginal Studies; and **Associate Professor Susan Blackley** from the Faculty of Humanities.
- **Donovan Castelyn** from the Curtin Law School was awarded the **Emerging Tax Star** award for his passion for academia and excellent tax knowledge and experience at the Tax Institute's Tax Adviser of the Year Awards.
- **Research Associate Hoa Bui** from the School of Electrical Engineering, Computing and Mathematical Sciences was the winner of the **2020 Maryam Mirzakhani Award** from the Australian Mathematical Society.
- **Professor Anne Smith** from the School of Physiotherapy and Exercise Science was appointed as the new **Scientific Director of the Raine Study**, one of the world's largest prospective studies of pregnancy, childhood and adulthood.
- **Dr Vinicius Cavalheri** from the School of Physiotherapy and Exercise Science was one of two researchers awarded the **2020 Early Cancer Researcher of the Year Award** by the Cancer Council of Western Australia.



Dr Vinicius Cavalheri: 2020 Early Cancer Researcher of the Year Award (photo credit Josh Wells).

- **Dr Gae Ellison** from the School of Molecular and Life Sciences and Curtin Health Innovation Research Institute was awarded an **Australian Nuclear Science and Technology Organisation Early and Mid-Career Research Award**.



- **Joel Louie** and **Jonathan Pillai** from the School of Design and the Built Environment were awarded a 2020 [Blackboard Award for Student Success](#), recognising those whose creative program application has led to increased student retention, completion and outcomes.
- The following Curtin staff have been named among Australia's [top researchers in The Australian's 2020 Research magazine](#) for their outstanding contributions: **Professor Ian Phau** and **John Curtin Distinguished Professor Sharon Parker** from the Faculty of Business and Law; **Professor Adrian North**, **Dr Kefyalew Alene** and **Associate Professor Sam Winter** from the Faculty of Health Sciences; **Yijun Zhong**, **John Curtin Distinguished Professor Hao Hong**, **Professor Ba-Ngu Vo** and **Adjunct Associate Professor Lishan Liu** from the Faculty of Science and Engineering; and **Professor David Treagust** from the Faculty of Humanities.
- **Professor Iain Murray**, **Associate Professor Cesar Ortega-Sanchez**, **Dr Johannes Herrmann**, **Dr Valerie Maxville** and **Nazanin Mohammadi**, all from the Faculty of Science and Engineering, were nominated for the fifth annual [edX Prize for Exceptional Contributions in Online Teaching and Learning](#) for their development and delivery of Curtin's MicroMasters in the Internet of Things.
- **Professor Simon Lewis**, **Associate Professor Debbie Silvester-Dean** and **Dr Jessica Pandohee** from the School of Molecular and Life Sciences were acknowledged in the publication [The Analytical Scientist's Power List for 2020](#), which 'celebrates analytical talent from around the globe'.
- **Andrew McDonald** of Housing Services was awarded one of the [Australian Print Commissions for 2020](#), a prestigious invitation from the Print Council of Australia to create new works showcasing innovative contemporary printmaking in this country.
- **Kath Dooley**, a senior lecturer in the School of Media, Creative Arts and Social Inquiry, had her virtual reality film *Impact: Beyond the Night Sky* selected for inclusion in the [6th Annual Festival of International Virtual & Augmented Reality Stories](#) in Toronto.
- **John Curtin Distinguished Professor Sharon Parker** of the Future of Work Institute was a winner in the research category of the [inaugural awards of the Australian Business Deans Council](#).
- **Jason Cowie**, Curtin's Chief Information Officer, was named in the [CIO Australia's 2020 C1050 list](#), which celebrates the achievements of Australia's top 50 senior technology and digital executives.
- The **Curtin Compliance Services team** was presented with the [ATEM \(Association for Tertiary Education Management\) Award for Excellence in Policy and Governance](#). ATEM is the pre-eminent professional body in Australasia for tertiary education administrators and managers.



Tiffany Verga: Global Voices scholarship recipient.



Jessica Murray: Forrest Research Foundation scholarship recipient.

### Recognition for Curtin students and alumni

- **Morgan Cox**, a PhD candidate and planetary geologist from the School of Earth and Planetary Sciences, was named [joint ExxonMobil Student Scientist of the Year](#) at the 2020 Western Australian Premier's Science Awards.
- PhD student **Jessica Murray** has been awarded a prestigious [Forrest Research Foundation Scholarship](#) to support her work in improving outcomes for patients living with malignant melanoma.
- Creative writing graduate and former staff member **Philip Salom** was [shortlisted for the Miles Franklin Award](#), for his novel *The Returns*. Philip, who graduated in the 1970s, is a two-time Commonwealth Poetry Prize winner.
- **Dr Nasser Al-Hinai**, a graduate from the WA School of Mines, was awarded the [Research Council of Oman's National Research Award](#) for his PhD research, which developed a novel technique for improving the efficiency of enhanced oil recovery process.
- **Meika Atkins** was named [Law Student of the Year at the 2019 Women in Law Awards](#), recognising outstanding women shaping and influencing the legal industry.
- **Tiffany Verga**, who is studying a Bachelor of Arts and Commerce, was awarded a prestigious [Global Voices Scholarship](#). She will attend the United Nations Framework Convention on Climate Change as part of the Global Voices Scholarship Program.
- A team of five female first-year engineering students – **Caitlin Shaw**, **Catherine Weinman**, **Emma van Rijn**, **Rebecca Viney**, and **Sophie Melsom** – presented at the Engineers Without Borders Challenge and won the [Engineers Australia World Engineers Convention Sustainability Award](#) for their project *Menstrual Wash Kits – a Solution for Menstrual Management in Holarua, Timor Leste*.
- **Dr Mariym Shakeela** was named in the [2020 Class of Influential Leaders](#) by the AACSB International. Dr Shakeela, who graduated from Curtin with a Doctor of Philosophy (Management) in 2009 and a Master of Commerce (Management) in 2004 has forged a career as a successful entrepreneur in the Maldives.
- **Md Nuruzzaman**, a first year PhD student from the School of Civil and Mechanical Engineering, won the [Visualise Your Thesis 2020 competition](#) and will represent Curtin in the international competition.
- Higher degree by research students **Karina Khambatta**, **Rhiannon Boseley**, **Bradley Schwer** and **Ashley Hollings**, all from the School of Molecular and Life Sciences, were awarded [Australian Institute of Nuclear Science and Engineering \(AINSE\) scholarships](#) for their work at the Lucas Heights and Australian Synchrotron campuses of Australia's Nuclear Science and Technology Organisation.
- Curtin was one of a small number of non-Chinese universities invited to present at [China Grad Fashion Week](#), a virtual event that ran from 1–5 July. The University's video of the 2019 fashion graduate show, HAUTECULTURE was broadcast to an audience of up to 1.1 million people across China. Graduate **Molly Ryan** received the [Best Style Award](#) for her collection *Anecdotes le Femme* while **Joshua Rees** was the recipient of the [Clothing Collection Award](#) for his collection *Sale Rack Surrealism*.
- **Rachael Ferguson**, a podiatrist and orthotic entrepreneur who graduated from Curtin in 2004 with a Bachelor of Science (Podiatry), received the [First Amongst Equals Award at the annual 40under40 Awards](#). There were eight other alumni amongst the 40 winners.
- **Melissa Márquez**, a PhD student in the School of Molecular and Life Sciences, was named in the [Forbes 30 under 30 list](#).

## Order of Australia Awards

### Officer of the Order of Australia (AO)

*For distinguished service of a high degree to Australia or to humanity at large*

- **Mr Colin Beckett** (former Chancellor) for distinguished service to business in the energy, gas and oil production and infrastructure sectors and to tertiary education.
- **Mr Peter John Hood** (graduate) for distinguished service to business and commerce at the state, national and international level, and to the resources sector.
- **Mr Francis Sullivan** (graduate) for distinguished service to the community, particularly through social justice and legislative reform initiatives, and to health and aged care.
- **Mr Ryan Stokes** (graduate) for distinguished service to business, particularly in the media, mining and construction sectors, to cultural institutions, and to mental health and sporting programs.
- **Professor Bryant Stokes** (Honorary Doctorate recipient) for distinguished service to public health care governance and standards in Western Australia through leadership and advisory roles.

### Member of the Order of Australia (AM)

*For service in a particular locality or field of activity to a particular group*

- **Emeritus Professor Bruce Sunderland** for significant service to education, particularly to pharmacy.
- **Dr Geoffrey Neville Boughton** (former staff member) for significant service to engineering, and to professional bodies.
- **Dr Ian James Fairnie** (former staff member) for significant service to the community, and to veterinary and agricultural organisations.
- **Ms Cathi Moore** (graduate) for significant service to young women, and to the community.
- **Mr Daniel Philip Tucker** (graduate) for significant service to mining, and to the Indigenous community. Mr Tucker was also a member of the University Council from 2007 to 2010.
- The late **Mr Eric William Lumsden PSM** (graduate) for significant service to public administration and to planning.
- **Mrs Sara David** (graduate) for significant service to international humanitarian health programs.
- **Professor Cheryl Kickett-Tucker** (staff member in the School of Education) for significant service to tertiary education and to the Indigenous community.
- **Dr Jennifer (Jill) Gordon** (graduate) for significant service to psychological medicine, and to professional medical bodies.
- **Ms Antonia Syme** (graduate) for significant service to visual arts administration, and to maritime archaeology.
- **Professor Sheena Reilly** (graduate) for significant service to tertiary education, to medical research, and to paediatric speech pathology.
- **Professor Rhonda Marriott** (graduate and also a former staff member) for significant service to tertiary education, to Indigenous health, and to nursing.
- **Ms Donna Shepherd** (graduate) for significant service to children through international humanitarian aid organisations.
- **Professor Neil Drew** (graduate) for significant service to tertiary education, to behavioural science, and to Indigenous health.

### Medal of the Order of Australia (OAM)

*For service worthy of particular recognition*

- **Adjunct Associate Professor Diana Egerton-Warburton** (National Drug Research Institute) – for her service to emergency medicine.
- **Mr Maxwell Arthur Page** (former staff member) for service to the performing arts in Western Australia.
- **Ms Jahna Cedar** (member of the Curtin University Aboriginal and Torres Strait Islander Advisory Committee) for service to the Indigenous community of Western Australia.
- **Mr Leif Cocks** (2019 John Curtin Medallist) for service to the conservation of endangered animals.
- **Dr Kate Mulvany** (graduate, Hayman Theatre Patron and Curtin Honorary Doctor of Letters recipient) for service to the performing arts.
- **Mr Simon Charles Cubitt** (graduate) for service to the community of southern Western Australia.
- **The Reverend Beth O'Neill** (graduate) for service to the community of Blackall.
- **Mr Craig Robert Purdam** (graduate) for service to sports administration, and to physiotherapy.
- **Mrs Annette Gay (Honi) Reifler** (graduate) for service to community health.

### Public Service Medal

- **Ms Pauline Bagdonavicius** (graduate) for outstanding public service, particularly through advocacy roles in Western Australia.
- **Mrs Noelene Rae Jennings** (graduate) for outstanding public service, particularly to local government in Western Australia.
- **Mr John Fischer** (graduate) for outstanding public service to the community of Western Australia.
- **Ms Heather Brayford** (graduate) for outstanding public service to legislative reform and policy development in Western Australia.

### Australian Corrections Medal

- **Mr Albert William Torrens** (graduate) for outstanding service to Community Corrections with Aboriginal offenders in NSW.
- **Mr Samuel James Dinah** (graduate) for his vital role in protecting, rehabilitating and serving Indigenous offenders, and the wider community of Western Australia.

### Conspicuous Service Cross

- **Commander Bronwyn Adele Ferrier CSM RAN** (graduate) for outstanding achievement in the management of occupational hygiene and environmental hazards in the Royal Australian Navy.

### Conspicuous Service Medal (CSM)

- **Mrs Patricia Kemp RAN** (graduate) for meritorious achievement in the field of Navy Health Services.



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

### A recognised 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 includes 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 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 maintaining our position in international university rankings. We will seek to retain our areas of strength, at the same time 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 our 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 Perth Campus, the Curtin Exchange Precinct development will play a critical role in bringing education, industry and community together to further intensify our linkages and act as a catalyst for innovation and progress.

### Mission

Transform lives and communities through education and research.

### 2022 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 2017-2022: delivering excellence

Curtin's Strategic Plan, which covered the period 2017-2020, was extended by two years to allow the University to strategically respond to the challenges and opportunities facing it at a time of unprecedented global and sector uncertainty, particularly arising from the impacts of the Coronavirus (COVID-19) pandemic.

The University continues to be guided by a strong strategic positioning statement, which states that as Curtin heads toward 2022, 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
- 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 themes and outlines strategic priorities that will help position the University for future success. Each theme contains a number of strategic objectives as detailed below.

The enabling plan is a living document containing initiatives for each strategic plan theme over the entire planning cycle. The annual 'plan on a page' is developed each year, providing a list of Curtin's priorities for that calendar year. Planning with a large number of faculties, schools and areas has been undertaken, ensuring 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 progress against targets to Council and Academic Board. The Report on Performance section of this report presents Curtin's major achievement for this year.

The extended strategic plan objectives are presented below. These were approved by Council at its September 2020 meeting.



### Learning and Student Experience Strategic Objectives

1. Deliver a global and distinctive learning experience, in partnership with our students and enabled by our digital platforms.
2. Enhance postgraduate programs in response to the changing nature of work and careers.
3. Embed innovative curriculum design and new learning and teaching approaches.
4. Attract and retain a diverse student community.



### Research and Innovation Strategic Objectives

1. Focus existing research strengths and grow the emerging areas that are aligned with government and industry priorities.
2. Demonstrate a strong evidence-based research performance culture.
3. Enhance the research capability and capacity of our global campuses.
4. Strengthen our position in commercialisation and foster entrepreneurship.
5. Develop a finance model that supports delivery of balanced researcher-led and demand-driven research.



### Engagement and Impact Strategic Objectives

1. Develop a broad sustainability strategy.
2. Support development in regional Western Australia.
3. Strengthen our profile as an industry-facing and industry-embedded university.
4. Intensify alumni engagement to facilitate life-long connections.
5. Build global advancement capability and increase philanthropic support.



### People and Culture Strategic Objectives

1. Leverage a global, collaborative and connected workforce.
2. Empower staff at all levels to lead, innovate and be accountable for delivering excellence.
3. Strengthen values-based leadership and intensify our focus on safety and wellbeing.
4. Increase Aboriginal participation and the inclusion of all genders, abilities and ethnicities.



### Global Positioning Strategic Objectives

1. Strengthen our global network of campuses.
2. Expand our global presence and capacity through digital engagement, and increase student and staff mobility.
3. Increase global demand for our courses.
4. Grow international research collaborations.



### Sustainable Future Strategic Objectives

1. Embed a sustainable business model, diversifying our revenue base and aligning resource allocation with strategy.
2. Provide capital and digital infrastructure that supports our strategic ambitions across all campuses and platforms.
3. Deepen our commitment to environmental sustainability within all of our operations.
4. Embrace the benefits of change and foster a culture of continuous improvement.

It should be noted that the progress reports presented in the 2020 Annual Report will focus on the strategic objectives of the 2017–2020 Strategic Plan as these were the strategic objectives in place during the reporting period. These existing objectives are listed at the front of each progress report.



## Report on performance



### Strategic theme 1: Learning and student experience



A group of aspiring entrepreneurs and innovators - comprising both current students and alumni of Curtin's Ignition Program - undertook the University's first professional experience study tour of Silicon Valley in early February, visiting global giants such as Facebook, Apple and Google.

#### Curtin will:

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

#### ACHIEVEMENTS IN 2020

##### Deliver a seamless, responsive and innovative digital environment

- Curtin's success in online education with **Open Universities Australia (OUA)** continued in 2020, with OUA unit and student enrolments well above 2019 numbers. This increase was driven in part by the Australian Government's Higher Education Relief Package, for which Curtin developed 11 Certificates in Higher Education (offered through OUA), with 528 students enrolling in the programs in 2020.
- Curtin's partnership with the **global edX platform** continued to strengthen, with close to 765,000 participants across the world learning through Curtin's Massive Open Online Courses (MOOCs) or MicroMasters programs.
- **New MOOCs** launched in 2020 included: two 'Talk to me' Mental Health MOOCs (a successful German–Australian collaboration created by the Faculty of Health Sciences with more than 40,000 enrolments); the final MOOC in the Professional Certificate in Mobile App Development with Swift, delivered twice during the year; and The Foundations of Modern Mining Professional Certificate project (a collaboration between Curtin and the University of Queensland with support from the Minerals Council of Australia).
- Curtin ranked 22nd in **MooLab's World University Rankings 2020**, which ranks more than 200 universities across the world offering courses on three leading MOOC platforms.
- Development of Curtin's enterprise-level **Intelligent Remote Invigilation System – IRIS** – was accelerated for deployment early in 2020. The new approach supports academic integrity in online assessment and improves flexibility for students, which was particularly useful for learning during COVID-19.



## Report on performance (continued)

- **OASIS**, the key engagement channel for Curtin students, received more than 15 million visits – an increase of 13 per cent from 2019. Student satisfaction with the platform also increased from 70 per cent to 90 per cent as a result of regular design and usability improvements throughout the year aimed at enhancing the user experience.
- Curtin's **Orientation Week** was delivered fully online in response to COVID-19 health and safety requirements, with more than 180 online orientation sessions provided.
- The **23 Things** program launched in 2020, giving students the opportunity to develop their digital capabilities by engaging in self-paced online modules, workshops and creative challenges. The program was coordinated by the Curtin Library and created and delivered by students for their peers.

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

- The **Students As Partners project**, a collaboration with the Curtin Student Guild, saw Curtin's Vice-Chancellor sign the Student Partnership Agreement. This sets the core principle of creating a university-wide culture in which partnering with students to identify problems and their solutions is student-informed and led.
- The **John Curtin Leadership Academy**, Curtin's extracurricular student leadership program, ran a three-day intensive targeted at growing students' leadership abilities. Forty students also participated in practical leadership projects, run over two semesters, using the social change model.
- Students visiting from Elon University in North Carolina, USA, toured several significant sites across south-regional Western Australia, as part of an **annual tour shedding light on the Stolen Generations** and providing a historical context of the region from an Aboriginal perspective.
- The **Big Idea**, a national social enterprise business planning competition, was launched at Curtin in 2020 with student participation from a range of Curtin faculties and campuses, including Singapore and Mauritius. Students were given access to training and development resources and workshops and opportunities to connect with thought leaders.
- In 2020, 624 current student mentors were matched with 10,470 new students across undergraduate and enabling courses at the Perth and Kalgoorlie campuses through the **New to Curtin Mentoring** program, which provides peer-to-peer support during the first semester at Curtin.
- **John Curtin Weekend**, Curtin Volunteers' largest community project, saw more than 150 student volunteers travel to 16 sites in regional and metropolitan Western Australia in 2020 to work on community-identified activities, ranging from rehabilitating walking trails to building wheelchairs. Students established relationships with community members and saw the positive effect of their contributions on local communities.

- The week-long **Careers for Tomorrow Festival**, held virtually in 2020, worked to inspire more than 10,000 Curtin students to explore their career potential and build understanding of the current employment market via a series of industry-driven workshops and presentations. During the course of 26 interactive sessions, 34 industry speakers from across Australia shared their knowledge with students, alongside Curtin alumni and staff.
- There was a significant uptake of employability webinars throughout 2020. A record 5,063 students attended the **Semester One Graduate Gateway** workshop series of 14 sessions (traditionally held in person), designed to provide students with the mindset, techniques and strategies to succeed in the future employment market.
- In 2020, the **Recruit Curtin** team directly placed 630 students into paid employment and 50 students into unpaid work experience placements, and facilitated more than 5,000 employers to promote their job vacancies to Curtin students via **UniHub**.
- As at November 2020, close to 360 students were placed into casual employment on campus via the **Earn While You Learn** program, with a further 24 Aboriginal and Torres Strait Islander students employed via the **Aboriginal Student Placement Program**.
- Work began to establish the **BHP Scholarship Academy** as part of the Curtin BHP Alliance. The aim is to enhance the BHP scholarship experience at Curtin and develop student understanding of BHP business needs to enhance the employability and retention of graduates.

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

- In 2020, Curtin completed domestic market surveys and published the **Future Skills Survey report *Future Skills for Professionals: get clarity amidst complex needs and priorities***, which highlights opportunities to upskill and cross-skill across six future skills areas. Insights from the report guide Curtin's approach to credentials and offerings that the traditional postgraduate market determines is valuable.
- Development continued on **Curtin Credentials**, a new initiative which offers short, flexible professional development courses to help individuals to be future-ready in the changing workplace. Learners can stack their credentials from each course to build a formal postgraduate qualification.
- **Curtin and Optus** partnered to co-invest in a **5G lab** at the Perth Campus, to connect faculty staff, researchers, students and industry in research, teaching and learning and collaboration on 5G projects, and to explore the technology's benefits for society and businesses. The lab is expected to launch in early 2021.

- A series of programs was led by the Curtin Library to support higher degree by research students to **progress their thesis writing** and, especially in the difficult environment of 2020, to remain connected to the University and to their peers. The program included Shut Up and Write! and Thesis Boot Camp. Online participation was enabled for students from Mauritius, Nigeria and Brazil.

### Lead in curriculum design and new learning and teaching approaches

- The new **Professional Learning Framework** was launched in 2020, with materials, workshops and networking opportunities provided to staff across all campuses. Uptake has been strong and new materials will continue to be added as the University transitions into a blended model of teaching, incorporating both online and face-to-face delivery.
- Curtin's **Innovation in the Scholarship of Teaching and Learning (ISoTL) Framework** was launched to heads of teaching areas. The three-staged model assists staff to acquire ISoTL skills, develop reflective practice, engage in scholarly activities around pedagogy and practices, and upskill into externally funded ISoTL projects or activities.
- Substantial improvements were made to professional learning on academic integrity for staff in 2020, and exemplars of Curtin's work were included in the **Academic Integrity Toolkit** published by the Tertiary Education Quality and Standards Agency.
- The **Curtin Academy** is a group of leaders in teaching and learning who provide opportunities for staff to learn from their pedagogical expertise. The Academy introduced new initiatives during the year including the Illumination Keynote Speakers panel series and a mentoring program. It also established the Curtin Academy Advisory Board.

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

- The **Addressing Higher Education Access Disadvantage (AHEAD) program** provides outreach services to a diverse range of under-served WA students, including low SES students and those in regional and remote areas. In 2020, the AHEAD team engaged with more than 1,600 students across 50 high schools as well as more than 100 prison residents, providing resources and learning experiences to support their higher education journey. AHEAD also pivoted to the challenges of COVID-19, designing digital resources and providing support through specially created online competency and careers advice modules.

- In partnership with Cisco, Curtin began piloting a virtual and interactive **Connected Country program** for students in remote and under-served schools to help them access more engaging and innovative content and improve their learning outcomes and experiences. The pilot aims to address the equity gap in accessing educational experiences and is successfully fostering collaboration between Hale School and Yandeyarra Remote Community School in the Pilbara.
- A total of **4,447 student scholarships** was awarded in 2020. These scholarships provide opportunity for a diverse range of students including high achievers, students from regional and disadvantaged backgrounds, students in financial need and future leaders.
- As part of an agreement with the **Shooting Stars program**, which encourages greater school engagement among young Aboriginal girls and women through netball and other incentives, a full scholarship was established for an Indigenous female student studying a PhD or Masters research program at Curtin. The successful student, who was awarded the scholarship in October, is assessing outcomes of the Shooting Stars program as part of her PhD studies. The scholarship is also supported by Lotterywest.
- Curtin remains the **university of choice** across higher education students studying while incarcerated: 42 of 85 prison residents approved for study in second semester 2020 chose Curtin courses.

### Looking forward

Beyond 2020, Curtin will focus on the alignment of curriculum to the UN's Sustainable Development Goals, along with the development of a leading blended learning model that complements the all-important campus learning experience with rich and engaging online learning options. Curtin will continue to strengthen the student experience through the Students as Partners project and it will expand its Curtin Credentials offerings to provide flexible options for diverse learners, including working professionals.



## Report on performance (continued)



### Strategic theme 2: Research and innovation



Curtin's Legacy Living Lab in Fremantle is being used to test ways of designing out waste in buildings by including as much recycling and re-use of materials as possible.

#### Curtin will:

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

#### Achievements in 2020

##### Support, profile and build scale in key areas of research strength

- Curtin researchers across a range of disciplines lent their expertise to Western Australia's **COVID-19 response**, with nine research projects receiving a total of \$1 million in funding under the State Government's rapid response programs. These programs range from an examination of the cardiovascular, respiratory and mental health of people who have contracted COVID-19 (to better inform future health practices) to a comprehensive testing project for FIFO workers, run in conjunction with the resources sector and the Harry Perkins Institute of Medical Research.
- A collaborative research program commenced with the State Government to monitor the **Murujuga rock art** in the Pilbara. Curtin is working with Puliyapang, an Aboriginal business, to bring together a specialist team to determine whether this culturally significant art is being subjected to accelerated change from the impacts of industry and shipping emissions.

- The **Curtin node of the International Centre for Radio Astronomy Research** completed preparations for the construction of the **Square Kilometre Array** in Western Australia, following seven years of design and prototyping work. Construction will begin in 2021.
- Curtin and the **Qatar Environment and Energy Research Institute** signed a US\$3.6 million agreement to deliver a research program in a range of oil and gas industry-specific corrosion issues over the next three years.
- Curtin co-invested with the Australian Government (via AuScope and the National Collaborative Research Infrastructure Strategy) and the State Government in a \$10 million upgrade of the existing 27-year-old **Sensitive High Resolution Ion MicroProbe (SHRIMP)**, with a new **best-in-class Geoscience Ion Probe** in the John de Laeter Centre greatly assisting the search for new mineral deposits.
- Curtin continues to build its track record of success in competitive funding opportunities. In 2020 there were:
  - 15 successful proposals under the **Australian Research Council (ARC) Discovery Program** scheme (totalling \$7.3 million), with research areas ranging from supercontinent cycles and the Earth's origins to the evolution of the solar system and fast radio bursts;
  - two successful Curtin-led projects under the **Medical Research Future Fund** (totalling \$2.5 million), to trial a new treatment for Alzheimer's Disease and to explore use of 3-D technologies for skin repair;
  - an **ARC Linkage Project** grant to develop a new method of producing, storing and exporting green hydrogen using Australian resources (\$580,000); and
  - despite delays with **National Health and Medical Research Council** funds in 2020, three projects were announced as successfully securing a total of \$1.3 million. These include a project spanning strategies to predict the risk of stillbirth, pre-term birth and low birthweight, and the design and implementation of an innovative approach for eliminating tuberculosis in high-burden countries. Furthermore, an **NHMRC 2020 Ideas Grant of \$637,536** was awarded to explore new treatment opportunities for patients who are at an increased risk of Alzheimer's disease.

##### Identify and enable areas of emerging research capability

- Curtin has led three **ARC Linkage Infrastructure, Equipment and Facilities grants**, that received around \$1.5 million of ARC funding for additional equipment across a range of research disciplines.
- Curtin became a founding co-leader for a \$10.8 million project to establish a **Liver Cancer Research Centre** that will apply the latest techniques to analyse patient tumours and test new treatments. The centre is established through support from a Cancer Research Trust grant, the State Government, the Minderoo Foundation and other charitable organisations.

- Curtin increased its footprint in defence research, with researchers from Curtin's **Future of Work Institute** awarded more than \$1.4 million in funding by the Defence Science and Technology Group for their project on submarine crew endurance and performance. Two Curtin-led research projects were also awarded funding in the latest round of the State Government's **Defence Science Centre Collaborative Research Grants**: the first to develop technology that can detect early threats and suspicious activities over large areas of land and sea; and the second to apply radio astronomy technologies to monitor and track space-based objects and satellites.
- Curtin's commitment to supporting sustainability saw the **Legacy Living Lab** project launch in 2020. In collaboration with Development WA, the lab is a modular building, using circular economy principles that aim to design out waste by including maximal recycling and re-use of materials that can be easily 'packed up and down' and relocated. Fifteen companies so far have partnered to contribute innovative products, materials and technology for the lab, which will form a hub for future research efforts.
- Curtin's involvement in successful **Cooperative Research Centres (CRCs)** saw the University partner with four CRCs announced in March 2020. These centres were collectively awarded \$159 million in Australian Government funding and include the **Future Energy Exports CRC; CRC for Transformations in Mining Economies; The Reliable, Affordable, Clean Energy for 2030 CRC;** and **SmartCrete CRC.**

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

- Consultation and workshops were held to implement Curtin's **Early and Mid-Career Researcher Network** to support and promote researchers across the University. A Steering Committee is to be established in early 2021.
- Early preparation towards the next **Excellence in Research for Australia** assessment commenced in 2020, including a review of Curtin's research output data, and engagement of discipline champions across the University.
- Curtin has expanded the term of its **Grant Success Panels** to help improve success rates in competitive grant schemes, with a particular focus on ARC and NHMRC grants.
- Workshops were delivered throughout the year to **assist researchers with the drafting of their research proposals** and publications and targeted support was provided to help them collaborate with industry to deliver demand-driven research.
- Curtin continued to provide **support packages for researchers** who have been successful in nationally competitive fellowship programs to assist them in delivering their research project and in developing leadership skills.
- Business improvement activities were undertaken to **enhance Higher Degree by Research (HDR) data capture and reporting**, leading to improved milestone and progression management, HDR supervision and training oversight.



## Report on performance (continued)



Delegates at this year's Curtin Ignition Program gained entrepreneurial insights from a large number of innovators and business experts via panel sessions and mentoring workshops.

### Improve our postgraduate research outcomes and establish an innovative Curtin PhD framework

- Recognising how challenging 2020 was for students, Curtin opened a new **Research Training Program** scholarship round targeted at domestic students, assisting them with tuition fees and general living costs. Applications were sought by a total of 45 strategic higher degree by research (HDR) projects across the four faculties.
- Curtin has further **aligned scholarship rounds with strategic research projects**, to enhance the connectivity of HDR programs to research teams, collaborations and industry partnerships.
- A range of **strategic support programs** were provided to HDR students who were negatively impacted by COVID-19 throughout 2020, including additional training, wellbeing support and a variety of financial allowances.
- Curtin strengthened **HDR internship opportunities** with 27 students securing iPREP internships (a six-week industry-based program for PhD students) and 11 students securing an APR Internship (a longer-term placement with an industry partner). There were also 11 Innovation Central Perth internships granted and 34 students were successful in securing an inaugural Curtin internship program, following its implementation in late 2020. This new internship program is designed to maximise support for HDR students with real experiences that enhance the student's CV and their industry readiness.
- A **HDR mobility plan** was implemented with eminent national and international institutions and laboratories, resulting in increased collaboration and high-quality journal outputs. Business improvement activities were undertaken to enhance HDR data capture and reporting, leading to improved milestone and progression management, HDR supervision and training oversight.

- Curtin's **Master of Research pathway** was expanded, new courses added and the first international candidate accepted, following necessary approvals.

### Secure our position and deepen our capability in knowledge exchange and commercialisation

- **Curtin and BHP signed an alliance agreement** to deepen their relationship and develop a program of research and innovation projects focusing on mining modernisation, automation and sustainability. The alliance will include scholarships and alumni programs, enabling programs, internships, work-integrated learning opportunities, professional development opportunities for BHP staff, and community programs.
- A **BHP-Indigenous Chair of Biodiversity and Environmental Science** was established in 2020 as part of the alliance agreement between Curtin and BHP. In the newly created role, Professor Stephen van Leeuwen – a noted ecologist and a Nyungar man with strong links to country in the Busselton and Margaret River areas of Western Australia – will help promote new ways of managing landscapes for threatened species that recognise the stewardship provided by Aboriginal people over the last 65,000 years.
- **PainChek®**, a Curtin Commercialisation project, received the **People's Choice Award** at the **2020 Knowledge Commercialisation Australasia Awards**. Research initiated at Curtin led to the development of the PainChek® app, which provides healthcare professionals and carers with an objective way of assessing pain in patients who cannot verbalise their pain, especially patients with dementia. A federal government grant in 2019 has made the app available to 100,000 people living with dementia.

- The **Optus–Curtin Innovation Alliance** was extended to include a partnership on research into 5G. The partnership will provide students and staff with an on-campus 5G lab. The 5G network will be available campus-wide at the Perth Campus and will allow more devices to connect at once, while also delivering enhanced virtual and immersive teaching and learning experiences.
- Curtin partnered with **Cisco, Optus and La Trobe University** to accelerate innovation and improve Australia's long-term digital economic resilience and transformation. The **National Industry Innovation Network** is a new model for industry and universities to collaborate in addressing real-world industry challenges and respond to long-term national interests.
- Curtin is a founding partner in the **Australian Remote Operations for Space and Earth** consortium. The State Government has invested \$1.5 million into the consortium to capitalise on industry expertise in autonomous and remote operations in the mining sector to develop technologies and services for space.
- Curtin provided an exclusive worldwide licence to **Little Green Pharma** for the micro-drug delivery system **ARISE** (Atomised Rapid Injection for Solvent Extraction) and will now commence an 18-month development program to generate new medicinal cannabis formulations.
- The 10th annual **Curtin Ignition program** was held in 2020, with 71 delegates participating in the intensive training program that supports aspiring entrepreneurs, academics and corporate innovators to trial and prepare business ideas for the commercial environment.
- In 2020, the **Engagement and Impact (EI) Team** was established to focus on developing the **Curtin Research EI Framework**. The EI Team will provide support to raise the profile and build knowledge of EI at Curtin, and develop processes to capture and measure it.
- Curtin appointed two **Entrepreneurs-in-Residence**, who will mentor emerging Western Australian entrepreneurs and promote the extensive entrepreneurship activities and opportunities available at Curtin. The Entrepreneurs-in-Residence are supported by the Malka Foundation in partnership with the University, with a mission to build entrepreneurship capability in WA.
- Curtin developed and implemented a **Relationship Framework** to better align resourcing and focus with external partnerships of scale, depth and mutual capability.

### Looking forward

in facing the specific challenges of 2020, Curtin has shown resilience, innovation and close collaborations with key industry, government, academic and community partners. We will continue to innovate and be agile in times of significant change, striving to create porous boundaries for our University that will continue to build our value to our external stakeholders and society.



## Report on performance (continued)



### Strategic theme 3: Engagement and impact



The only known surviving child artist of Carrolup, Mrs Alma Toomath (centre, front), is pictured with other participants at the establishment event for the Carrolup Centre for Truth-telling.

#### Curtin will:

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

#### Achievements in 2020

##### Enrich our local and global communities through knowledge leadership and collaborative partnerships

- Curtin continued to strengthen its partnerships to help drive change and innovation across a range of important domains. This included a **wide-ranging new alliance agreement with BHP** encompassing research, scholarships and reconciliation initiatives and the **extension of Optus-Curtin Innovation Alliance** to further understanding of 5G technology (see Research and Innovation report on page 27). In addition to this, the **National Industry Innovation Network**, a partnership with La Trobe University, Cisco and Optus, is designed to improve Australia's long-term digital economic resilience and transformation, providing a new model for industry and universities to collaborate in response to long-term national interests.
- In NAIDOC Week in November Curtin held the establishment ceremony for the **Carrolup Centre for Truth-telling** – a permanent and accessible home for precious artworks by children of the Stolen Generations and a focal point for dialogue, education and research that deepens understanding of the long-term consequences of discrimination and injustice.

- Curtin launched a **new video series Ask an expert**, in which Curtin researchers spend two minutes answering some of life's most curious and topical questions, such as 'Are we alone in the universe?' and 'Why are native bees so important?'. Hosted on Curtin's YouTube channel, it showcases the expertise of Curtin researchers and shares their knowledge with the community. Similarly, **Curtin's podcast The Future Of** continued to entertain and educate, publishing 30 episodes and achieving 10,000 downloads in 2020. Topics ranged from bushfires to the search for extra-terrestrial life. The series gives Curtin academics a platform to communicate their research and explain how they're helping make tomorrow better.
- The annual **Rob Riley Memorial Lecture** was presented online by leading health academic and respected Nyungar woman Professor Sandra Eades, Dean of the Curtin Medical School. Professor Eades, who has been influential in improving the health of Aboriginal and Torres Strait Islander communities across Australia, delivered a powerful call for reconciliation, social justice and health equity for Aboriginal and Torres Strait Islander people.
- Curtin's **Annual Human Rights Lecture** was delivered online in 2020 by Adrien K Wing, Associate Dean of International and Comparative Law Programs at the University of Iowa College of Law, and a distinguished scholar in the field of international human rights and law, critical race theory and sex discrimination. She spoke on the topic 'Race, gender and black lives don't matter in the age of COVID'.

##### Develop and pursue a clear and sustainable regional Western Australia strategy

- Students in the Pilbara have better access to studying at Curtin through a collaboration formalised during the year with the **Pilbara Universities Centre**. Students in the Master of Education program commenced in second semester. This builds on Curtin's existing commitment to students in the Mid-West region through the Geraldton Universities Centre.
- Curtin and Cisco have partnered to deliver **Connected Country**, a virtual and interactive education pilot program to ensure school students in remote and regional areas have access to the same experiences as metropolitan-based students.
- Curtin's **Kalgoorlie Campus** continues to grow, developing strong relationships within the community. As well as hosting the **Australian Aboriginal Mining Academy** and the **Tjuma Pulka Indigenous radio station**, work was undertaken to establish the **Rural Health Campus** in readiness for the 2021 academic year. The development will include a simulated clinical hospital ward and rooms for clinical skills training, boosting regional training opportunities for medical and health science students and helping to meet the challenges facing the rural health workforce.

- Federal funding was awarded to establish a **regional university centre in Albany** (for the Great Southern region). Curtin is planning to work with the centre to provide additional support to Curtin online students in the Albany community. Plans are also progressing to offer opportunities for students to study nursing locally in both Albany and Kalgoorlie, including TAFE Diploma graduates.

##### Strengthen our profile as an industry-facing and industry-embedded university

- Curtin was awarded a State Government grant under the **Perth City Deal** to expand its existing presence in Murray Street, in the Perth CBD. It is an opportunity to create much-needed learning spaces that are likely to include a CBD Healthcare Hub and expanded postgraduate law and commerce offerings.
- Sponsorship of Seven West Media's **Leadership Matters series** and **key CEDA events** positively profiled Curtin and its activities with the State's business, government and community leaders throughout the year, despite some events being virtual due to the COVID-19 pandemic.

##### Intensify alumni engagement, build advancement capability and increase philanthropic support

- **Philanthropic support to Curtin in 2020 totalled just over \$4.1 million.** There was an overall increase of 30 per cent in the number of donations and an increase of 42 per cent in the number of donors; and the number of staff donors increased from 122 in 2019 to 552 in 2020 (a rise of 352 per cent).
- The **Curtin Cares campaign raised over \$625,000** from more than 560 donors. The fundraising initiative provided support to students facing financial hardship as a direct result of COVID-19, and helped nurses and teachers in the community to upskill in COVID-19 environments.



Mr Meath Hammond, Head of Corporate Affairs at BHP, bumps elbows with then Vice-Chancellor Professor Deborah Terry to mark the renewed alliance of the two organisations in July in a COVID-safe way.



## Report on performance (continued)

- A campaign to provide support for the establishment of the **Carrolup Centre for Truth-telling** had raised close to \$800,000 by the end of the year, with a further \$1.8 million pledged towards programming activities at the Centre once it is established.
- **Curtin FM** and the **Office of Advancement** collaborated on the community radio station's most successful **Radiothon** fundraiser. With more than 2,600 donors, \$179,000 was raised – almost twice the usual amount of \$100,000.
- **More than 89,000 graduates engaged with Curtin** in 2020 via electronic communications, by donating to fundraising initiatives, attending events and volunteering their time through activities such as advisory boards, committees, mentoring and guest speaking or lecturing. A bi-monthly newsletter was sent to more than 117,000 graduates and subscribers around the world.
- The annual **Alumni Achievements Awards** and **John Curtin Medal** presentations were combined for the first time to enhance the prestige and reputation of both programs and create more strategic engagement opportunities. **Dr Dorothy Erickson**, a renowned Western Australian artist-jeweller, historian, curator, editor and author received the Lifetime Achievement Award, while the John Curtin Medal was awarded to **Shelly Skinner**, founder and CEO of Lionheart Camp for Kids. Eight alumni from across all faculties also received awards.
- Another two-year Memorandum of Understanding (MoU) was signed between Curtin and the **WA School of Mines Alumni (WASMA)** in February. The MoU outlines objectives to advance the missions of Curtin and WASMA, support students and graduates of the WA School of Mines: Minerals, Energy and Chemical Engineering, increase enrolments across all disciplines, raise funds to support scholarships and other initiatives or programs of the school, and build the global reputation of Curtin and WASMA.
- The Young Alumni Advisory Board hosted six events, delivered nine podcasts and helped increase the **Young Alumni Helping Hand Fund** to just over \$5,000, of which \$3,000 supported the Curtin Student Guild to provide food packages to 30 students a day for two weeks during the pandemic.
- The **Advancement Academy** was created to increase philanthropic capacity within Curtin. Workshops have been delivered to staff in Malaysia, Singapore and Sri Lanka, and have resulted in campuses and their corresponding alumni chapters collaborating on recruitment events and activities.

### Strengthen our global reputation

- The Curtin **Media Relations team** issued more than 50 media releases internationally during 2020 to China, Malaysia, Singapore, Canada, India, the US, UK and Africa, among other key locations. International coverage totalled more than 3,000 items.
- A new targeted strategy in 2020 resulted in an increase in **expert interviews on international broadcast outlets** including CNBC Asia, Al Jazeera, France 24, Sky UK, CNN International, TRT World, BBC World and CGTN (Chinese Global TV Network).
- The Media Relations Team continued to promote Curtin research internationally in 2020. In response to the pandemic, it created a **Curtin University COVID-19 Expert Index** for domestic and global outlets which identified 47 experts across all Curtin faculties and in fields ranging from infectious disease modelling to economic impact, mental health effects, supply chain impact and many more. Collectively their efforts resulted in more than 2,000 media items, seen by almost 13 million people around the world. These engagements helped position the University as a trusted and important voice, bringing expertise, evidence-based debate and informed commentary on the critical issues and crises of the day.

### Looking forward

The restrictions associated with the COVID-19 pandemic necessitated a different approach to Curtin's engagement activities in 2020 and this is likely to continue in 2021. While travel is expected to remain restricted for some time, and some engagement and collaboration activities may need to be conducted online, the University will maintain its focus on building strategic partnerships with government, industry and the corporate world.



The Interim Vice-Chancellor, Professor John Cordery, is pictured with John Curtin Medal winner Shelly Skinner. The senior social worker at Perth Children's Hospital and founder of Lionheart Camp for Kids was recognised for the significant work she has done in helping children to deal with grief.



## Report on performance (continued)



### Strategic theme 4: People and culture



Staff at Curtin celebrate International Women's Day.

#### Curtin will:

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

#### Achievements in 2020

##### Create a global, collaborative and connected workforce

- Curtin staff quickly pivoted to deliver almost all courses online in response to COVID-19, with the **Learning Innovation and Teaching Excellence Centre** at the Perth campus providing workshops to assist staff globally with online delivery, especially those delivering in this mode for the first time. The collaborative expertise of academic and professional staff across Curtin saw students at all campuses report positively about their online learning experiences.

- In the increasingly challenging planning and operating environment of 2020, there was a concentrated effort to **improve access to workforce insights and analytics** to enhance decision-making. Areas of initial focus included diversity and inclusion and Aboriginal and Torres Strait Islander employment information, and the management of leave and excess leave to ensure the wellness of all staff.

- The annual **Ngalang Waangi (Our Voice) staff survey** was for the first time run concurrently at Curtin's Western Australian and offshore campuses to help increase overall staff engagement. Sixty-four per cent of staff (excluding casuals and sessional staff) responded to the survey. The results, despite the challenges of a pandemic year, were generally positive, with a modest increase in overall staff satisfaction.



## Report on performance (continued)



Staff visits to Curtin's Nowanup Bush Campus provide powerful on-country learning experiences and are important in progressing Curtin's Indigenous Cultural Capability Framework.

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

- Curtin's commitment to invest in and develop its workforce saw 210 staff members actively engage with the successful **staff mentoring program**. The 2020 program was delivered using virtual and digital technologies to ensure that mentoring continued to play a vital part in capability-building, support and development. Mentors have access to resources, support and a peer network to help them in delivering a rich experience to their mentees.
- Curtin's **Compliance Services** team won the **Campus Morning Mail (CMM) Award for Excellence in Government and Policy** in the **9th Association for Tertiary Education Managers CMM Best Practice Awards in Tertiary Education Management**. The award recognised improvements in policy currency, navigability of the policy directory and satisfaction with policy clarity, also recognising Curtin's use of risk methodologies under the policy framework to manage the pandemic.
- The annual **Vice-Chancellor's Excellence Awards for Professional Staff** promote and recognise exemplary staff performance across the key areas of collaboration, service excellence, continuous improvement, leadership and reconciliation. In 2020, 50 nominations were received, acknowledging the significant contributions of more than 230 professional staff.

- Implementation of the new **Academic Capability Framework** (which sets out expected capabilities and achievements for individual academics, aligned with Curtin's strategic plan) progressed in 2020. Academic promotions were aligned with the framework for the first time and the promotion process was streamlined using a revised set of procedures and guidelines. The introduction of a new Academic Performance and Career Planning process saw increased engagement by academic staff in their performance review and work planning, resulting in improved completion rates.

### Strengthen values-based leadership

- As part of the ongoing commitment to Curtin's institutional values and signature behaviours, **training in unconscious bias**, first launched in 2018, continued in 2020, despite disruptions to face-to-face engagement. As a key addition to the program, the support material for hiring managers was revised to include a significant focus on inclusive practice.
- The safety and wellbeing of Curtin staff is an increasingly important area of focus for values-based leadership and 2020 saw a significant push towards proactive prevention, guided by our **Thrive at Work Wellbeing Strategy**. Underpinned by academic rigour, the strategy emphasises the tools to support and promote wellbeing, and easy access to early intervention support mechanisms.

- There was a significantly increased investment in mental health training during the year, with 114 staff trained in **Mental Health First Aid** and 210 senior leaders participating in broader awareness sessions. A suite of practical tools, information and guides was developed to assist staff to support their mental health and that of their colleagues. Mental health awareness was also promoted throughout the year to help reduce stigma and encourage early and proactive support.

### Improve gender and Indigenous equity

- **Gender targets** for leadership teams in all faculties and schools were established through to 2022. Gender targets were also set for senior leaders at an individual level, and the adoption of a 40 per cent target for either gender by 2025 was established for the Senior Executive Team. Gender balance for leadership teams and committee membership is reported and reviewed regularly.
- **Proactive search strategies** in 2020 focused on acquiring diverse talent across the University, particularly in the Faculty of Science and Engineering. In April, an Expression of Interest calling for female-only applicants resulted in the appointment of five women in this faculty.
- Curtin endorsed the **Panel Pledge** in 2020, designed to improve gender equity and diversity on panels at conferences, corporate events and other forums to increase the visibility of women and deepen the conversations generated. More than 200 senior staff publicly committed to this initiative.
- Despite the constrained recruitment environment, budget restrictions and remote working in 2020, **a total of 148 people identifying as Aboriginal or Torres Strait Islander were appointed across the University**. This included six trainees as part of Curtin's **AFL SportsReady partnership**, which provides potential for career-entry roles and a pathway towards becoming a university student. Curtin now has eight senior Aboriginal staff in Professorial or Associate Professorial roles, including the appointment of Professor Sandra Eades as Dean of the Curtin Medical School.
- Professor Reena Tiwari, from the School of Design and the Built Environment, undertook a **Provost Fellowship focusing on improving pathways for Aboriginal staff into senior academic roles**. Her research included surveys and 'yarning sessions' with Curtin Aboriginal staff, alumni and students to identify the impediments to pursuing an academic career. Recommendations from Professor Tiwari's report will be implemented in 2021 as part of Curtin's Aboriginal Employment and Engagement Strategy.

- An important priority within the Aboriginal Employment and Engagement Strategy and Reconciliation Action Plan is the rollout of the **Indigenous Cultural Capability Framework (ICCF)**, which is critical in ensuring Curtin provides a culturally safe working environment for Aboriginal and Torres Strait Islander staff. Despite being unable to conduct face-to-face training during the year, the **Jawun Experience initiative** – a secondment program for Curtin staff to Indigenous organisations – supported an inaugural virtual secondment with the Gelganyem Trust in Kununurra in 2020. The program is expected to resume in 2021.
- Curtin worked with **Pride in Diversity (PiD)**, a national LGBTQ organisation supporting workplace inclusion, to conduct a national survey and in-depth interviews examining trans people's experiences of employment, and the impact of those experiences on mental health and quality of life. Due for completion in May 2021, the project will provide a basis for changes in policy and practice in Australian workplaces for recruitment and employment generally.
- The **Diversity Council of Australia** awarded Curtin with an **Inclusive Employer status**. Curtin is the only university to have received this recognition.
- Curtin was the first Western Australian university to become a signatory to the **Australian Higher Education Joint Sector Position Statement on Preserving Gender Equity as a Higher Education Priority During and After COVID-19**. The statement, prepared by a group of university equity representatives, commits signatories to maintaining gender diversity initiatives and focus during the COVID-19 crisis.
- In 2020, two female career and leadership development programs were established and piloted: the **Program for Early Academic Careers** and the **Senior Research Trajectory Program**. Both programs were highly successful and consisted of six collaborative sessions.
- There was **increased focus on communication and profiling female academic staff achievements** in 2020 to inspire and motivate women in STEM (Science, Technology, Engineering, Mathematics and Medicine) areas. This was carried out through various channels including STEM Stars on the Athena SWAN webpage, media opportunities, podcasts, a partnership with the Centre for Stories, and Curtin news and events.

### Looking forward

In the year ahead, Curtin will continue to explore more flexible ways of working and accelerate the development of digital infrastructure and competencies. Other areas of focus will include the further development of succession and talent management planning, the strengthening of our health and safety culture and the development of our new Staff Agreement through the enterprise bargaining process.



## Report on performance (continued)

### Strategic theme 5: Global positioning



#### Curtin will:

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

#### Achievements in 2020

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

- Curtin has a **growing presence in the Indian Ocean Rim**, with the University continuing to expand access to cost-effective and flexible study options in this region of national economic and political importance through its **One Curtin** approach. This approach is designed to ensure strong connections across Curtin's campuses (in Western Australia, Malaysia, Singapore, Dubai and Mauritius), make the most effective use of branding, marketing and recruitment resources, and allow seamless movement across Curtin's locations. All of Curtin's global campuses successfully transitioned to online course delivery and assessment in response to the COVID-19 pandemic, keeping enrolments relatively steady, and work continued on developing research strategies for each of our offshore campuses to align with the overarching University strategy.

- **Further expansion of Curtin's longstanding educational partnership with the Sri Lanka Institute of Information Technology (SLIIT)** is expected to provide additional growth in Curtin's offshore numbers in future years. In 2020, SLIIT acquired a campus in the centre of Colombo to be used exclusively for Curtin programs, which will enhance the unique Curtin experience for our students and provide for the further expansion of the University's course offerings in Sri Lanka.
- Curtin continues to build new pathways for student recruitment through the delivery of **Curtin Foundation Programs** in South Asia, the ASEAN and other priority regions. Curtin and SLIIT successfully launched the **Curtin Foundation Program for Science and Engineering**, with the first cohort of students commencing in February 2020 and full course offerings in computing and engineering due to start in the first semester of 2021. A potential partnership for the delivery of foundation programs in Vietnam with Curtin's existing partner SEAMEO RETRAC will be further developed and implemented in 2021.
- **Curtin's relationships in China** remained resilient, with only a slight decrease in Curtin's articulation pathway numbers, largely due to COVID-19-related issues. A number of new, promising partnerships were established through this period, most notably with South China Normal University and the Wuhan Institute of Technology. These and other partnerships will provide new pathway opportunities into Curtin over the coming years.
- A number of opportunities to establish partnerships and alliances had to be postponed due to COVID-19, including an alliance with the **University of Calgary**. Opportunities in Japan and South Korea will also be explored once travel restrictions lift.

##### Grow global demand for our courses and strengthen international research collaborations

- Curtin met 81 per cent of the overall targets for onshore international commencements in 2020. Despite this decrease in commencements in 2020 due to COVID-19, **demand for Curtin courses continues to be strong**, with a steady increase in enquiries and an increase in the percentage of students accepting their offer to start their course at Curtin.
- **Initiatives to increase demand for Curtin courses amid the pandemic** included: digital global marketing campaigns; virtual recruitment fairs to attract new students; working with third-party providers to implement targeted marketing strategies for global campuses; and offering English courses online to reach new offshore markets.
- The **International Sponsored Students Strategy 2021–2023** was developed in 2020 to cultivate new and current sponsorships in priority countries aligned with Curtin's research agenda.
- The **Global Energy Institute**, jointly established by Curtin and the University of Aberdeen as part of our 2017 alliance, is leveraging the strengths of both universities in the fields of oil, gas and renewables to deliver world-class research and education programs in this important area. In 2020, the Institute was rebranded to focus on energy transitions and renewable energy, in line with the shifting emphasis from both governments and industry in the United Kingdom, Australia and globally. Both universities have agreed to appoint new academic leads with experience in the relevant fields to lead the Institute.

##### Support a worldwide network of alumni

- Curtin International and Alumni & Community Relations teams continued to engage with and support **global alumni events**, networks and initiatives, including the webinar series 'On the frontline of COVID-19'. Additionally, Curtin Malaysia and Curtin Alumni Malaysia Chapter conducted a series 'Going places with a Curtin degree' on Facebook Live, featuring graduates from Miri and Perth.

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

- Curtin secured funding of \$1.19 million in the **New Colombo Plan 2020** to support 257 students across 27 new student mobility projects, ranking second behind Monash University for overall funding. Twelve of the projects were granted as multi-year projects, providing an additional \$1.87 million funding over 2021 and 2022 and including an additional 305 students.
- The projects funded under the New Colombo Plan will **strengthen our engagement with key partners and institutions in China** (Wuhan Institute of Technology, South China Normal University and Yanshan University), **India and Thailand**, and allow more than 100 students to visit and study at Curtin Malaysia over the next three years. Successful projects include clean water initiatives in Cambodia, Vietnam and Indonesia, eco-tourism in Maldives, business innovation projects in India and the impact of climate change in the Marshall Islands.
- Curtin's alliance with the **University of Aberdeen** is creating many new opportunities for students and staff. Between 2017 and 2019, 34 students enrolled in the **Aberdeen Curtin Joint PhD Program**, with the first students expected to graduate in early 2021. This collaborative PhD program, which spans a broad range of focus areas including energy and engineering, health and medicine and business, provides opportunities for students to study at both universities (although this model has had to be modified during COVID-19).
- Curtin's **Global Mobility Strategy**, established in 2019 to increase opportunities for staff and students to gain experience across our campuses, has been delayed until COVID-19 travel restrictions lift.

##### Looking forward

Beyond 2020, Curtin will continue to create international pathways to its campuses via the development of new articulation partnerships and strategically aligned sponsor partnerships, as well as the further implementation of foundation programs in specific markets such as Vietnam, Indonesia, Malaysia and Sri Lanka.



## Report on performance (continued)



### Strategic theme 6: Sustainable future



Aerial view of Curtin Exchange

#### Curtin will:

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

#### Achievements in 2020

##### Ensure a sustainable business model, diversifying our revenue and aligning resource allocation with strategy

- The 2020 year generated **challenges to the higher education business model**. For Curtin the closure of borders meant a significant cohort of international students were not able to enter Australia, impacting on the University's financial position. As a consequence, the University estimated savings of \$45 million needed to be made. These savings were achieved through deferral of some capital works, reduction of the University's leave liability and voluntary and involuntary redundancies involving approximately 180 staff.
- While the circumstances presented by the pandemic created challenges, it also resulted in an **acceleration of flexible learning approaches** for students and the growth of digital and online capabilities.

- The impact on the Curtin business model of **changes to Commonwealth funding and regulation of universities** occurring during the year are still to be fully evaluated.

##### Pursue operational effectiveness and efficiency to position us for future success

- Curtin has been progressing a **rationalisation of governance processes** across the University to balance cost, risk and return.
- An **ongoing review of traditional academic processes** to better meet the evolving needs and expectations of students continued throughout the year.

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

- A **significant digital transformation process** has been underway across Curtin. This has comprised a major discovery process across the various areas of the University to shape a future digital roadmap for Curtin.
- Curtin has **transitioned several major systems from in-house to cloud-based** to create greater flexibility and scalability.
- A **major upgrade to student administration and finance systems** is underway and will be completed in 2021.
- A **new research management system** began implementation in 2020 and is expected to be completed in 2021.

- This was the first full year of operating Curtin's **software defined networking** which has provided new capabilities in effectively managing the network and the learning capabilities of the network itself to enable it to improve its own operating effectiveness
- Ongoing investment in **cyber security capabilities** continues and 2020 saw a significant upgrade to automated system monitoring capabilities.
- **Industry partnerships** form an important aspect of Curtin's digital ambitions. Ongoing relationships with Cisco and Optus have significantly supported our digital agenda.
- The **Greater Curtin Master Plan** was awarded a 6 Star Green Star – Communities certification by the Green Building Council of Australia (GBCA) for its continued commitment to creating a sustainable and thriving campus. Green Star is an internationally recognised sustainability rating which assesses the planning, design and construction of large scale development projects across five categories including governance, liveability, economic prosperity, environment and innovation.

##### Embrace the benefits of change and foster a culture of continuous improvement

- The 2020 year has been a year of almost continuous adaptation and improvement to meet the operational conditions imposed on Curtin by the global pandemic.

#### Looking forward

Curtin will continue to anticipate changes to its operational landscape, ensuring its business model provides the flexibility to embrace innovation, respond to key external drivers and risks and facilitate a culture of continuous improvement. At the same time, we will embed a strong focus on sustainability across our campuses and our major areas of activity.



## Report on operations

### Governance of the University

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

Council met on eight occasions in 2020, including one special meeting. A Council Retreat was held on 8 August 2020 on the strategic positioning of the University.

At its meeting on 4 December 2020, Council elected Dr Andrew Crane to the position of Chancellor for a new term of three years commencing 1 April 2021. At its meeting on 18 March 2020, Council elected Dr Vanessa Guthrie to the position of Pro Chancellor for a term of three years that commenced on 1 April 2020. At its meeting on 7 October 2020, Council appointed Professor Harlene Hayne to the position of Vice-Chancellor for a term of five years to commence on 19 April 2021.

An external review of the performance of Council and its committees was conducted by Emeritus Professor Geoffrey Kiel. A report on the review was considered by Council at its meeting on 16 October 2019. Recommendations arising from the report were implemented throughout 2020.

Key governance-related matters considered by Council in 2020 included:

- approval of the following:
  - Selection process, position description and selection criteria for the appointment of a new Vice-Chancellor
  - Strategic response to the COVID-19 pandemic
  - Priorities, KPIs, measures and targets for assessing the University's performance in 2020
  - Annual Report for 2019
  - Revised University Strategic Plan 2017–2022
  - Revised constitutions for the Finance Committee, Audit, Risk and Compliance Committee and the University Council Health and Safety Committee
  - Appointment of the Administrative Secretary
  - Governance requirements – Relevant Entities Procedures
  - Charter for the Curtin University Foundation Board
  - Various honorary awards
  - Appointment of the Student Guild's external auditor
  - Revised Statute No. 12 - Admission and Enrolment and Admission and Enrolment (Higher Degree By Research) Rules 2020
  - Statute No. 5 - Election of Council Members and Election of Council Members Rules 2020
  - Land and Traffic By-laws
  - Replacement Statute No.5 - Election of Council Members
  - Admission and Enrolment Rules 2020
- noting reports on the following:
  - Business continuity planning for Council and its sub-committees in the context of the COVID-19 pandemic
  - University's performance against key performance indicators, measures and targets identified in the Strategic Plan 2017–2020
  - Diversity and equity
  - Academic assurance statement
  - Operations of the Kalgoorlie Campus in 2019
  - Performance of the Curtin University Foundation in 2019
  - Establishment of the Chancellor's Circle
  - Strategic risk
  - Financial management
  - Investment performance
  - Health and safety
  - Integrity and standards
  - Internal audit reports
  - Application of the Common Seal
  - Compliance with the Voluntary Code of Best Governance Practice
  - Student Guild's financial performance.

To inform and enhance Council's role in shaping the strategic direction of the University, a series of strategic conversations and portfolio presentations were undertaken in 2020 as part of Council's meeting program. These included:

- 2020 priorities and KPIs, measures and targets
- Humanities
- Global positioning
- Work Health and Safety Act
- 2021–2022 priorities and KPIs, measures and targets.

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 assisted in the performance of its responsibilities by the following sub-committees:

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

## Report on operations (continued)

### Members of Council for 2020

Members appointed by Governor	Commenced	Terminated	Due to expire
Ms Elisa Fear BCom (UWA) MBA (Cranfield) GAICD	1/4/2018	Current	31/3/2021
Mr Damian Gordon BCom (Curtin), FCA, SF Fin, FAICD	1/4/2018	Current	31/3/2021
Mr Michael Lundberg LLB (UWA) BCom (UWA)	28/5/2019	Current	27/5/2022
Member who is the Vice-Chancellor	Commenced	Terminated	Due to expire
Professor Deborah Terry AO BA (ANU) PhD (ANU) FASSA FAPS	17/2/2014	28/7/2020	Ex-officio
Professor John Cordery BSc (Otago) MSc (Canterbury) PhD (Sheffield) FASSA	29/7/2020	Current	Ex-officio
Members elected by academic staff	Commenced	Terminated	Due to expire
Professor Glenda Scully BCom (Melb) MAcc (UWA) PhD (UWA) FCA	1/4/2019 1/4/2016 1/4/2013	10/12/2020 31/3/2019 31/3/2016	
Member elected by salaried (general) staff	Commenced	Terminated	Due to expire
Ms Catherine Clark BA (Murdoch) Grad Cert Public Health (UWA), MInfoMgmt (Curtin)	18/6/2019	Current	17/6/2022
Members elected by students	Commenced	Terminated	Due to expire
Ms Romana-Rea Begicevic (postgraduate)	1/4/2019 1/4/2018	31/3/2020 31/3/2019	
Ms May Majimbi (postgraduate)	1/4/2020	Current	31/3/2021
Mr Chris Hall (undergraduate)	1/4/2020 1/4/2019	Current 1/4/2020	31/3/2021

Co-opted Members	Commenced	Terminated	Due to expire
Dr Terry Agnew BE (Adel) MSc (UWA) MBA (UniSA) AMP (Harvard) HonDUniv (Curtin) FAICD FAIM SF Fin MAIE	1/1/2019	Current	31/12/2021
Dr Andrew Crane (Appointed Chancellor from 1/01/2019) BSc Hons (Hatfield) PhD (Portsmouth) AMP (Harvard) FAICD	1/4/2018	Current	31/3/2021
		Previously appointed by the Governor 1/4/2015 – 31/3/2018	
Dr Vanessa Guthrie (Appointed Pro Chancellor from 1/4/2020) BSc(hons) (UNE) PhD (UTAS) Grad Dip (AGSM) Grad Dip (UWA) HonDSc (Curtin) FTSE MAICD	1/4/2020 1/4/2017	Current 31/3/2020	1/4/2023
Mr Steve Scudamore BA Hons MA (Oxon) FCA SF Fin FAICD	1/4/2017 1/4/2014 1/4/2011	31/3/2020 31/3/2017 31/3/2014	
Dr Katherine Stannage MBBS (UWA) FRACS GAICD	1/4/2020	Current	31/3/2023
Mr David Southam BCom (Curtin) CPA MAICD	1/4/2020	Current	31/3/2023
Ms Sue Wilson (Appointed Pro Chancellor from 1/4/2015) BJuris LLB (UWA) FAICD FGIA	4/3/2017	3/3/2020	
		Previously nominated by the Minister 3/5/2016 – 3/3/2017 3/5/2013 – 2/5/2016	
Chairperson of the Academic Board	Commenced	Terminated	Due to expire
Professor Dale Pinto PhD (Melb) M Tax (Hons) (Sydney) CPA FTIA AFAIM FTMA MAICD	1/4/2020 1/04/2018	Current 31/3/2020	31/3/2022



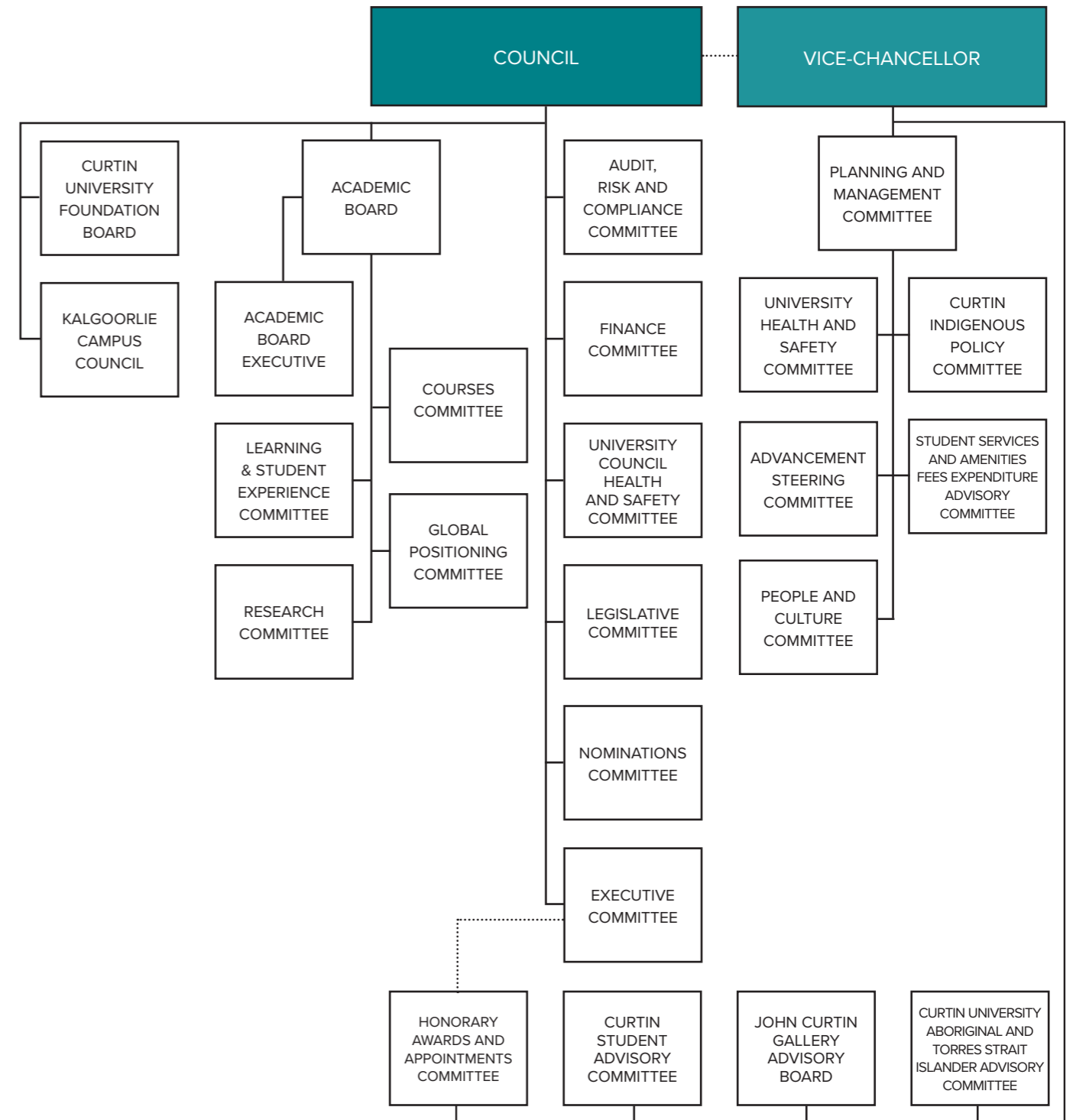
## Report on operations (continued)

### Members of Council (as at 4 December 2020)



From left to right: Dr Katherine Stannage, Michael Lundberg, Damian Gordon, Elisa Fear, Dr Vanessa Guthrie (Pro Chancellor), May Majimbi, Dr Andrew Crane (Chancellor), Professor Dale Pinto, Professor John Cordery (Interim Vice-Chancellor), Professor Glendda Scully, Catherine Clark, David Southam and Dr Terry Agnew. Absent: Chris Hall.

### Governance structure (as at 1 January 2020)



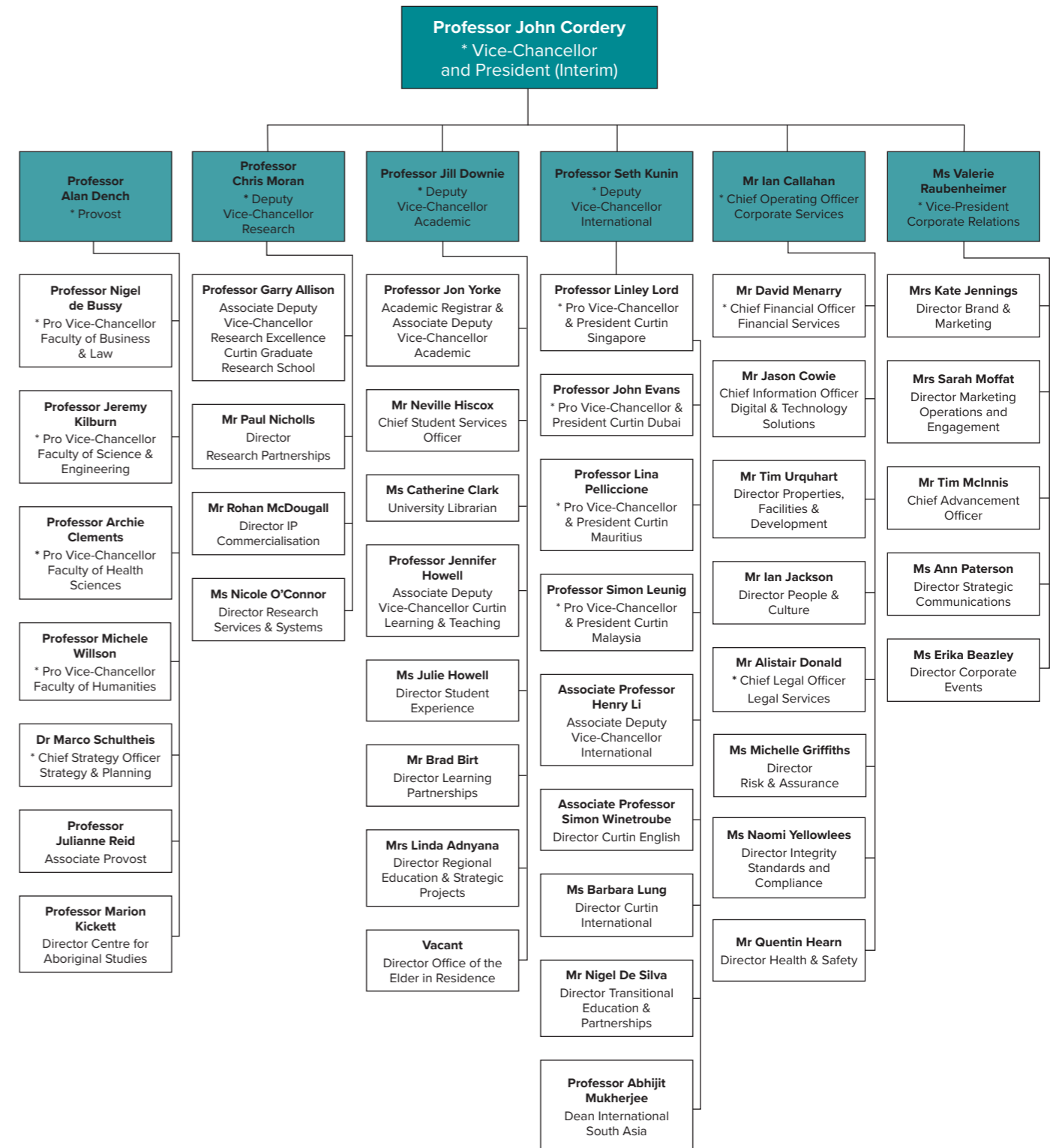


# Report on operations (continued)

## Senior Officers (as at 31 December 2020)

<b>Vice-Chancellor (Interim)</b>	Professor John Cordery
<b>Provost</b>	Professor Alan Dench
<b>Deputy Vice-Chancellor, International</b>	Professor Seth Kunin
<b>Deputy Vice-Chancellor, Research</b>	Professor Chris Moran
<b>Deputy Vice-Chancellor, Academic</b>	Professor Jill Downie
<b>Chief Operating Officer</b>	Mr Ian Callahan
<b>Vice President, Corporate Relations</b>	Ms Valerie Raubenheimer
<b>Pro Vice-Chancellor, Business and Law</b>	Professor Nigel de Bussy
<b>Pro Vice-Chancellor, Health Sciences</b>	Professor Archie Clements
<b>Pro Vice-Chancellor, Humanities</b>	Professor Michele Willson
<b>Pro Vice-Chancellor, Science and Engineering</b>	Professor Jeremy Kilburn
<b>Pro Vice-Chancellor &amp; President, Curtin Malaysia</b>	Professor Simon Leunig
<b>Pro Vice-Chancellor &amp; President, Curtin Singapore</b>	Professor Linley Lord
<b>Pro Vice-Chancellor &amp; President, Curtin Mauritius</b>	Professor Lina Pelliccione
<b>Pro Vice-Chancellor &amp; President, Curtin Dubai</b>	Professor John Evans
<b>Chief Financial Officer</b>	Mr David Menarry
<b>Chief Strategy Officer</b>	Dr Marco Schultheis
<b>Chief Legal Officer</b>	Mr Alistair Donald

## Organisational chart (as at 31 December 2020)



\* Executive Managers

## Report on operations (continued)

### Staffing matters

#### Staff summary (as at 31/03/2020)

	Continuing/ Permanent	Fixed term/ Temporary	Total
Academic Staff	841.72	480.81	1322.53
Professional & General Staff	1418.68	535.98	1954.66
<b>Total</b>	<b>2260.40</b>	<b>1016.79</b>	<b>3277.19</b>

- Source: HR Reporting – Staff Workforce Profile Report run as at 30 Nov 2020
- FTE is FTE at a point in time as at 31 Mar 2020 for Continuing and Fixed term staff with an active contract calculated based on position fraction

#### Staffing policies and initiatives

- Curtin's focus on supporting the wellbeing of our workforce was further increased in 2020 through several initiatives developed to support staff through the challenges of the COVID-19 pandemic.
- The introduction of the new Academic Performance and Career Planning process greatly increased the engagement of academic staff in their performance review and work planning, resulting in improved completion rates.
- Academic promotions were aligned with the Academic Capability Framework for the first time and the promotion process was streamlined to great effect using a revised set of procedures and guidelines.
- Gender targets for leadership teams in all Faculties and Schools as well as the Senior Executive Team have been established through to 2022 with regular review and reporting periods.
- Curtin has entered into new partnership agreements with three Disability Employment Service (DES) providers in order to foster the recruitment of candidates with disability.
- Curtin's commitment to developing its workforce was enhanced this year with the continuation of our highly successful staff mentoring program: 210 staff were actively engaged with the program in 2020.

#### Industrial relations

The *Transforming the Higher Education Workforce* report was published this year by Price Waterhouse Coopers (PwC) as a sequel to their 2016 *Australian Higher Education Workforce of the Future* report. The earlier report, also commissioned by the Australian Higher Education Industrial Association (AHEIA), identified five key factors impacting universities, being: industry expectations, technology, competition, student expectations and policy and funding. The 2020 report stemmed from input across the sector as to the risks and opportunities emerging over the last four years. For Curtin, this includes challenges to the capability, structure and engagement of our workforce, all of which were exacerbated by the impacts of the pandemic for most of the year.

The majority of Curtin staff are covered by the Curtin University Academic, Professional and General Staff Agreement 2017–2021. This has a nominal expiry date of 30 June 2021.

How Curtin might respond to the risks and opportunities of the current industrial relations landscape and potential changes to legislation will be a key focus in the lead-up to the negotiation of our next Staff Agreement.

### Health, safety and emergency management

The University continues to recognise the importance of senior management's commitment to safety leadership and the continuous improvement of risk management activities across all Curtin campuses.

The COVID-19 pandemic required the University to adapt its operations to minimise the risk of transmission while maintaining safe delivery of services. In line with government and university sector guidance, Curtin successfully transitioned to a 'working/learning from home' model. During the period of relevant restrictions, there were no reported incidents relating to this change.

In preparation for impending changes in Western Australian legislation, the University has been proactive at both senior leadership and operational levels to ensure Curtin is ready

to be compliant with this new legislation. These preparations include individual due diligence action plans for officers and continuous improvement programs informed by new legislation. These programs focus on improving understanding and remediation of operational safety risks, both physical and psychological, across the University.

Continuous improvement initiatives conducted during 2020 included review of health and safety reporting, metrics, audit and incident classification criteria to ensure the measurement of performance meets or exceeds relevant standards and impending changes to legislation.

These activities have resulted in a continuation of downward trends on key injury metrics:

#### 2020 Reportable Key Performance Indicators

Measure	Actual results			Performance
	2018	2019	2020	
Number of fatalities	0	0	0 <sup>^</sup>	stable
* Lost time injury/disease incidence rate (LTIIIR)	0.50	0.26	0.33	17.8% reduction over a three year average (2017-2019)
** Lost time injury/disease severity rate (LTISR)	21.05	30.00	0.00	100% reduction
*** Percentage of injured workers returned to work within:				
(i) 13 weeks	86%	100%	83%	favourable results
(ii) 26 weeks	100%	100%	100%	stable

Public Sector Commissioner's Circular (July 2018) describes target reductions by 2022 including:

- reduction in the number of worker fatalities due to injury of at least 20 per cent
- reduction in the incidence rate of claims resulting in one or more weeks off work of at least 30 per cent

<sup>^</sup> Curtin safety metrics include only those incidents which occur in work areas controlled by the University. The tragic incident in October 2020 referred to earlier in this report which resulted in the death of a contractor employee occurred on a construction site controlled by the principal contractor.

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

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

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



## Report on operations (continued)

Other system improvements achieved during 2020 included:

- International Standard for occupational health and safety ISO 45001 achieved.
- Increased engagement in safety training with the introduction of health and safety modules in video format. This change improves employee uptake and systemises record keeping.
- New injury and incident metrics introduced to improve leadership insight into incident potential, frequency, severity and causation.
- Significant advances made to contractor management systems, ensuring the contractor pre-qualification process is fully automated, consistent and of the highest standard.
- Introduction of a hazardous substances management framework with a focus on life cycle to ensure compliance with safe management practices during the procurement, usage, storage and disposal phases.
- Improved processes around identification, reporting and management of psychological injuries.

### Psychological health

The University continued its focus on supporting the wellbeing of staff through the work of the People Wellness team which provides best practice management of work-related and non-compensable injuries to ensure timely and lasting return to work outcomes. This year saw an increased focus on supporting the psychological health and wellbeing of staff while the University navigated the challenges posed by the COVID-19 pandemic. Particular emphasis was placed on improving awareness and uptake of our Employee Assistance Program which provides free, confidential counselling services to staff, and in improving mental health awareness and capability through staff and leader training programs.

Notable achievements that supported mental health included:

- The development of an extensive suite of wellbeing and development resources, return to campus and COVIDSafe guides and checklists, and additional support for vulnerable workers.
- Increased focus on mental health awareness with University-wide promotion of RUOK Day, Mental Health Week, and National Safe Work Month.
- The development of a strategic wellbeing plan to support our COVID-19 strategic response and recovery planning.

### Significant issues and trends

#### Effect of economic and other factors in 2020

The COVID-19 pandemic caused significant disruption to the higher education sector globally. International student demand was impacted significantly as borders remained closed and many international students were unable to commence their studies onshore in Australia. Domestically, the economic impact of the pandemic saw the unemployment rate rise which positively stimulated demand for higher education. In response to these uncertain times, the Federal Government responded with the introduction of new regulatory change and a new funding model designed to support the sector and stimulate demand aligned to national priority areas.

The pandemic also created a catalyst for online teaching and learning engagement with universities focusing in the first half of the year on delivering content online as physical teaching became difficult, if not impossible. The priority going forward is to find a balance between online and in-person delivery that provides enriched and interactive, high-value learning experiences on campus as well as making the most of digital technologies to promote equity and enhance the student learning experience.

#### Global market

The international student sector was hardest hit due to the COVID-19 pandemic. As a result of border closures, a large number of university students have remained outside of Australia and, whilst some have continued their studies online, they still have little prospect of returning to or coming to Australia in the short term, as international borders are not expected to reopen until late 2021. All states in Australia have responded with support packages for students facing hardship due to COVID-19 and in July the Federal Government announced changes to visa arrangements for existing international students. The key changes include fee waivers, enabling students to lodge visa applications outside of Australia, and allowing them to include online study towards their requirement for the highly valued post-study work visa.

Whilst travel restrictions have impacted international student numbers throughout 2020, demand for Australian higher education in the medium to long term has remained strong and Australia's competitive position remains strong relative to other countries, such as the United States and United Kingdom.

#### Domestic market

Increased domestic demand for higher education due to increased unemployment rates has assisted the university sector in mitigating some of the impact of reduced international demand. The undergraduate market segment, whilst regulated by a funding cap, has seen positive growth as many students were unable to take 'gap years' or had limited employment options. The postgraduate market also saw an uplift, with upskilling and reskilling a focus for those unemployed or underemployed due to the pandemic, and those wishing to make a career change.

#### Higher Education Reform Package

The Federal Government's Job-Ready Graduates legislation passed the Senate in October promising to grow university funding from \$18 billion in 2020 to \$20 billion by 2024 and is effective from January 2021. The package is intended to create up to 30,000 new domestic university places and 50,000 short-course places by 2021, with additional support for regional and remote students and a key objective of the package is intended to influence student course selections aligned to jobs that address national priorities.

The new funding that has been allocated to support universities to develop job-ready graduates through the National Priorities and Industry Linkage Fund (NPILF) will facilitate a deeper connection with industry.

#### Research investment for economic recovery

After a continued decline in research funding over many years, the Australian Government announced in their 2020-21 budget \$1 billion in new research funding to the university research sector in 2021. This will help alleviate some of the immediate financial pressures resulting from COVID-19. Investment in research will create a platform for job creation and economic recovery that will be critical to Australia's post-pandemic recovery.

University and industry collaboration continues to be a strong focus for fuelling innovation and productivity in the Australian market. The government has indicated it will undertake a scoping study of potential options to accelerate the translation and commercialisation of university research. It also announced a \$41.6 million Strategic University Reform Fund to encourage universities to develop targeted solutions for priority areas in their local communities.

#### Increasing regulation

The Federal Government has introduced a number of new measures to increase regulation of the university sector in relation to freedom of speech, integrity and foreign influence. A review is being undertaken to ensure universities are progressing freedom of speech policies in response to the Model Code produced by former Chief Justice of the High Court Robert French in 2019. In 2020, the Federal Government also announced the Tertiary Education Quality and Standards Agency would establish a higher education integrity unit for oversight of admission standards, academic and research governance, student safety, foreign interference, cyber security, fraud and corruption.

In addition, the proposed Commonwealth Integrity Commission (CIC) will be a national centre for the prevention and investigation of corruption in the Commonwealth public sector, including higher education providers and research bodies that receive Commonwealth funding. The draft legislation allows the commission to make wide-ranging investigations into universities, including into matters affecting national security such as foreign influence and defence trade controls. This comes on top of the individual state anti-corruption bodies to which universities are already subject. The Foreign Relations (State and Territory Arrangements) Bill – which aims to establish a legislative scheme for the Commonwealth to engage in arrangements between State or Territory governments and foreign governments and their associated entities – is also being debated.

## Report on operations (continued)

### Changes to the legal environment affecting the University in 2020

#### Commonwealth legislation

##### **Higher Education Support Amendment (Job-Ready Graduates and Supporting Regional and Remote Students) Act 2020 (Cth)**

This Act introduces reforms to higher education funding and strengthens and extends provider integrity measures.

##### **Tertiary Education Quality and Standards Agency Amendment (Prohibiting Academic Cheating Services) Act 2020 (Cth)**

This Act amends the *Tertiary Education Quality and Standards Agency Act 2011* (Cth) to create a new criminal offence of providing or advertising an academic cheating service on a commercial basis; and broadens the role of the Tertiary Education Quality and Standards Agency to include the prevention and minimisation of the use and promotion of academic cheating services in courses provided by higher education providers.

##### **Education Legislation Amendment (2020 Measures No. 1) Act 2020 (Cth)**

This Act amends the *Higher Education Support Act 2003* (Cth) to require students commencing from 1 January 2021, and all students from 1 January 2023, to have a unique student identifier to be eligible for Commonwealth assistance, and makes other amendments around students' HELP loans.

##### **National Cabinet Mandatory Code of Conduct – SME Commercial Leasing Principles During COVID-19**

This National code imposed a set of good faith principles for application for commercial tenancies where the tenant is an eligible business for the purpose of the Commonwealth's JobKeeper scheme and applied to a number of tenants of the University, and continues to apply to some tenants of the University.

##### **Coronavirus Economic Response Package (Payments and Benefits) Act 2020 (Cth)**

This Act established the Commonwealth's JobKeeper scheme to assist employers affected by COVID-19 to assist them in payments and benefits for their employees. Although the University was not eligible as an employer under this Act, the Act gave force to the introduction of the 'decline in turnover test', which was relevant to the University's tenants and relief negotiations.

##### **Coronavirus Economic Response Package (Payments and Benefits) Rules (Cth)**

These Rules outlined the 'decline in turnover test', which was one of the elements in determining an eligible tenant under the WA legislation enacted to provide relief under small commercial leases. This affected the University as tenants of the University were measured against the test outlined in these Rules.

##### **Corporations (Coronavirus Economic Response) Determination (Nos 1 to 3) 2020**

These Determinations allow electronic and split execution under section 127 of the Corporations Act, currently until 22 March 2021 with the possibility of extension. The University has been accepting electronically executed documents from companies pursuant to this determination.

#### Western Australian legislation

##### **Work Health and Safety Act 2020 (WA)**

This Act replaces the existing *Occupational Safety and Health Act 1984* (WA) and various other legislation, and is the primary legislation for workplace safety and health across all WA industries. The Act will not come into full force until the relevant regulations are finalised, which the WA Parliament is working on for mid-2021. There are key changes under the Act that will affect the University, including but not limited to primary duties being owed to workers (which has been broadened from employees), students and visitors; new industrial manslaughter offences; new penalties; standalone duty for officers of the University; new system of contractor safety management; health and safety duty expressly extended to physical and psychological health; and more prescriptive consultation duties.

##### **Closure and Restriction (Limit the Spread) Directions (Nos 1 to 7), under the Emergency Management Act 2005 (WA)**

On 15 March 2020, the Minister for Emergency Services declared a state of emergency in Western Australia with effect from 16 March 2020 in respect of the COVID-19 pandemic, pursuant to the *Emergency Management Act 2005* (WA). The Commissioner of Police and State Emergency Coordinator has given directions to prevent, control or abate the risks associated with the pandemic.

The Directions have specified various levels of restrictions around gatherings and activities, which have applied at differing levels to the University's teaching, learning, research, professional and ancillary activities and venues. The University's COVID-19 Critical Incident Management Team has developed Protocols to comply with the Directions and other sector-specific guidance, and is updating those Protocols as new Directions are published and the medical situation unfolds. Compliance with the Directions and the Protocols is the responsibility of all members of the University community.

##### **COVID-19 Response and Economic Recovery Omnibus Act 2020 (WA)**

This Act allows documents to be witnessed remotely through audio-visual technology under certain Acts, including relevantly, the *Oaths, Affidavits and Statutory Declarations Act 2005* (WA).

##### **Commercial Tenancies (COVID-19 Response) Act 2020 (WA)**

This Act was introduced to enable relief for small commercial tenants in relation to the COVID-19 pandemic. The Act affects the University as it has several tenants who were, and some who still are, considered an eligible tenant under the Act and entitled to relief. A tenant may be an eligible tenant if it qualifies for the JobKeeper scheme under the *Coronavirus Economic Response Package (Payments and Benefits) Rules* (Cth). The Act foreshadowed a WA code of conduct to be legislated under the regulations to outline the steps for relief. The Act also included other items of management of small commercial leases, including prohibitions on termination, evictions, seeking recovery of interest, claiming on security and enforcing remedies during the defined emergency period.

##### **Commercial Tenancies (COVID-19 Response) Regulations (WA)**

These Regulations adopted a code of conduct for Western Australia pursuant to section 13(2) of the above Act (**WA Code**). The principles set out in the WA Code largely aligned with the National Cabinet Mandatory Code of Conduct, and set out the steps for negotiating rent relief between a landlord and an eligible tenant under a small commercial lease.

##### **Residential Tenancies (COVID-19 Response) Act 2020 (WA), Residential Tenancies (COVID-19 Response) Regulations 2020 (WA)**

This legislation was enacted in response to the COVID-19 pandemic and affects the University to the extent it is the landlord under residential tenancies. This legislation included several protections for tenants, including a prohibition on rent increases, evictions and break fees.

##### **Procurement Act 2020 (WA)**

This Act amalgamates and simplifies procurement governance for the public sector and applies to works procurement as well as goods and services procurement. It is part of the government's COVID-19 recovery strategy.

##### **Guardianship and Administration Amendment (Medical Research) Act 2020 (WA)**

This Act amends the *Guardianship and Administration Act 1990* (WA), and will govern how enduring guardians, guardians and next of kin may consent to a person under legal incapacity participating in medical research. The amendments will apply to any medical research conducted by the University.

#### Potential future legislation

The University is monitoring some significant bills, including:

##### **Higher Education Support Amendment (Freedom of Speech) Bill 2020**

This seeks to amend the HESA Act in line with The Hon Robert French's recommendations to require universities to have policies which uphold 'freedom of speech' and the newly defined term 'academic freedom'. The University's *Academic and Freedom of Speech Policy* already incorporates these concepts, however we are continuing to monitor the progress of the Bill.

##### **Australia's Foreign Relations (State and Territory Arrangements) Bill 2020, Australia's Foreign Relations (State and Territory Arrangements) (Consequential Amendments) Bill 2020**

Together these Bills seek to regulate engagement between (among others) public universities and some foreign universities and governments.



## Report on operations (continued)

### Other disclosures and legal requirements

#### Act of Grace Payments

In 2020 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 2020 the following costs were recorded against these items:

	Amount \$ (excl GST)
<b>Advertising Agencies</b>	<b>1,938,974</b>
Campaign	-
Non Campaign	1,938,974
<b>Market research organisations</b>	<b>107,276</b>
<b>Media advertising organisations</b>	<b>3,875,170</b>
<b>Grand Total</b>	<b>5,921,420</b>

#### Capital Works

##### Projects completed in 2020

###### Building 611 repurposing, Perth Campus

- This was a consolidation of a number of projects for the Faculty of Science and Engineering related to Building 611, Building 613 and Building 614.
- This has avoided the need to construct a new building by co-locating research activities, providing a centralised dangerous goods store for Technology Park, repurposing non-utilised space, resolving current non-compliance issues and improving building running costs and sharing of equipment. Construction commenced in early 2019 and was completed in 2020 within the funding provision of \$8.4 million.

###### Building 302 Hayman Theatre upgrade and precinct facilities, Perth Campus

- This modest but highly significant campus building has been refurbished to extend the asset life and revitalise the operational use for the Hayman Theatre Company. It also includes a new toilet facilities wing servicing the broader East Gate precinct.
- The project was completed in 2020 and within project funding of \$3.98 million.

##### General refurbishments, Perth Campus

- In 2020, as per our recurrent refurbishment programs, a wide variety of works were undertaken including upgrades to universal access toilets across several buildings including Building 207, Building 208, Building 209, Building 210, Building 211, Building 213, Building 300 and Building 303.
- The Hazmat response program included completion of Building 400 fume cupboard replacement, Building 308 autoclave replacement and upgrade of the Building 300 building management system.
- The aluminium composite panel response reached a conclusion with removal and replacement of panels to Building 205, Building 215 and Building 501.
- Examples of key minor refurbishment projects delivered included: refurbishment of Building 205 (Mechanical Engineering) laboratory space to address mechatronics teaching growth needs; refurbishment of Room 210B in Building 206 (Civil Engineering) to provide expansion space for electrical engineering students; refresh of computer science laboratory (Room 261) in Building 308 (Biomedical Sciences); refresh of Building 314, Level 2 (New Technologies building); and security office upgrade in Building 115 (Safer Community Team offices).
- Important road safety improvements were delivered on Beazley Avenue and Townsing Drive with the installation of elevated crossings, supported with smart lighting and traffic attenuation measures.

##### Major projects commenced or under construction in 2020

###### 'Exchange' (previously known as Greater Curtin Stage One), Perth Campus

- Curtin executed the principal agreements in June 2019 with the selected private sector consortia to finance, deliver and operate the Exchange precinct and operate Curtin's existing student accommodation at the Perth Campus in Bentley.
- With an end capital value at circa \$300 million, the scope includes student accommodation, short-stay accommodation (hotel), apartments, industry partner space, retail and supporting amenity and infrastructure.
- Construction was fully mobilised by quarter four 2019 and remains on track to achieve the contractual operational readiness date of end October 2021, ready for occupation and trading to occur for the beginning of 2022.
- Included within the overall project and integrated into the base build construction are multiple leasing and capital works streams being undertaken by Curtin for the many retail tenancies, commercial spaces and surrounding public realm outcomes.



A sculpture honouring the University's namesake, John Curtin, was installed on the Perth Campus, in line with the common practice of creating public artworks as part of new capital developments. The artwork, by acclaimed British sculptor Walter Jack (seated) is located just next to the new Curtin Central Bus Station.

## Report on operations (continued)

### Building 418 School of Design and Built Environment, Perth Campus

- Originally included as part of the Exchange transaction, this was removed from the deal in order to be delivered by Curtin as a business as usual capital project. Construction commenced in September 2019 and is forecast to be completed for occupancy for second semester in 2021 as envisaged. The tragic fatal incident that occurred on this site in October 2020 created an impact to the completion of the works of around three months.
- With a project value of \$115 million, this building will be the home for the School of Design and Built Environment, but also includes an additional 2,500 square metres of space fully integrated for industry partners. It remains on track to be completed within budget.

### Building 105 TL Robertson Library Upgrade, Perth Campus

- The library requires a major upgrade to provide a best-practice, contemporary, fit-for-purpose library facility and address the end-of-life plant and building services.
- To maintain ongoing library operations at all times, the delivery strategy consists of two stages with Stage One comprising a new services tower and related infrastructure upgrades, a new entrance, updated ground and lower floors, and repurposing of the top floor from services space into useable floor area.

- Stage One construction finally commenced in December 2020 (after being impacted by COVID-19) and will be completed in time for the 2023 academic year, hence only impacting operations across the 2021 and 2022 academic years. The Stage One project has a revised funding provision of \$82.12 million. Timing for Stage Two is to be determined.

### Building 610 Curtin Institute of Radio Astronomy, Perth Campus

- Commensurate with the importance of this institute, the facilities and services infrastructure are being upgraded to improve functionality and also provide additional accommodation.
- Works commenced in 2020, are well advanced and will be completed in 2021 and within the project funding of \$2.2 million.

### Major projects forecast to commence construction in 2021

#### Building 701/703 Kalgoorlie Health Multidisciplinary Training Facility, Kalgoorlie Campus

- Accepted into the national Rural Health Multidisciplinary Training (RHMT) program, this project provides a strategic opportunity to build a multidisciplinary clinical school in Kalgoorlie, leveraging Curtin's presence in the region.
- By establishing this facility in Kalgoorlie, it will provide space for learning and teaching for medical, nursing and allied health students and accommodate related coordination staff.
- Construction was due to commence in early in 2021 and will be completed the same year with a project value at \$2.8 million.

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

- Projects that are being delivered in 2021 include: installation of a new microscopy suite for the Faculty of Health Sciences; the installation of the newly acquired Sensitive High Resolution Ion Micro Probe (SHRIMP) at the John De Laeter Centre; the delivery of a cyber security teaching laboratory; upgrades to the waste storage facilities in the anatomy laboratories; the delivery of a cold room for the Corrosion Centre; and upgrades to the laboratory space for Drilling Mechanics.
- Design for the new Super Science Building, a circa \$150+ million facility, is forecast to commence in 2021, with construction targeted to commence in 2023.



Artist's impression of TL Robertson Library interior



An artist's impression of the new multidisciplinary health training facility at the Kalgoorlie campus, due to start construction in early 2021.



## 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 2020 are as follows:

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2020 financial year <sup>1</sup>
Council Member (Committee member)	Dr Terry Agnew	Annual	12 months	\$20,000.00
Council Member (Student)	Ms Romana-Rea Begicevic	Annual	3 months	\$1,250.00
Chancellor	Dr Andrew Crane	Annual	12 months	\$80,000.00
Council Member (Staff member)	Ms Catherine Clark	No entitlement	12 months	Zero
Council Member (Vice-Chancellor)	Prof John Cordery	No entitlement	5 months, 3 days	Zero
Council Member (Committee member)	Ms Elisa Fear	Annual	12 months	\$20,000.00
Committee Member (Co-opted)	Ms Beth Gordon	\$2000.00 per meeting	12 months	\$14,000.00
Council Member (Committee member)	Mr Damian Gordon	Annual	12 months	\$20,000.00
Council Member (Committee Chair)	Dr Vanessa Guthrie	Annual	3 months	\$8,750.00
Council Member (Pro Chancellor)	Dr Vanessa Guthrie	Annual	9 months	\$30,000.00
Council Member (Student)	Mr Chris Hall	Annual	12 months	\$5,000.00
Council Member (Non-student Member)	Mr Michael Lundberg	Annual	12 months	\$15,000.00
Council Member (Student)	Ms May Majimbi	Annual	9 months	\$3,750.00
Committee Member (Co-opted)	Mr Matt Mueller	\$2000.00 per meeting	7 months, 18 days	\$6,000.00
Council Member (Staff member)	Prof Dale Pinto	No entitlement	12 months	Zero
Committee Member (Co-opted)	Ms Ann Robinson	\$2000.00 per meeting	12 months	\$10,000.00
Council Member (Committee Chair)	Mr Steve Scudamore	Annual	3 months	\$8,750.00
Council Member (Staff member)	Prof Glenda Scully	No entitlement	12 months	Zero
Committee Member (Co-opted)	Mr David Southam	\$2,000.00 per meeting	3 months	\$4,000.00
Council Member (Committee Chair)	Mr David Southam	Annual	9 months	\$26,250.00
Council Member (Non-student Member)	Dr Katherine Stannage	Annual	9 months	\$11,250.00
Council Member (Vice-Chancellor)	Prof Deborah Terry	No entitlement	6 months, 28 days	Zero
Committee Member (Co-opted)	Mr Darren Weaver	\$2,000.00 per meeting	4 months, 11 days	\$4,000.00
Council Member (Pro Chancellor)	Ms Sue Wilson	Annual	3 months	\$10,000.00

<sup>1</sup>Includes sacrificed remuneration made as a donation to the Curtin University Foundation. A total of \$36,750 was donated to the Curtin Cares campaign by the members of Council to provide for students in financial distress as a result of the COVID-19 pandemic.

### Directors' and officers' liability insurance

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

During 2020 the University paid a premium in respect of a contract of insurance for the directors and officers of the University and all related bodies corporate, against liabilities incurred in acting in such capacities, to the extent permitted under the Corporations Act 2001. The contract prohibits the disclosure of the nature of the liabilities and/or the amount of the premium.

### Disability Access and Inclusion Plan (DAIP) outcomes

Throughout 2020 the following progress has been made against initiatives to address the outcomes prescribed under the legislation and monitored by the Department of Communities.

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

Work continues to identify and embed the 'inherent requirements' particular to each course offering available at Curtin. At an institutional level, admission/enrolment processes are being modified to include reference to specific capabilities/requirements that are needed for successful completion of Curtin qualifications. The process includes reference to reasonable adjustments and referral to AccessAbility services and course coordinators for advice, with the intent for this to be available for the 2022 intake.

Despite differences in international legislation and levels of understanding and awareness, approaches continue to raise the importance of disability access at Curtin's Mauritius, Singapore, Malaysia and Dubai campuses. We will continue to seek consistency in the 'Curtin experience' for our staff and students, regardless of the physical location for their work or study.

Curtin's 2020 Open Day was cancelled due to COVID-19 concerns and replaced with an online event, with the 'virtual' Open Day taking place on Sunday 13 September. To support the replacement event being inclusive as well as informative, entertaining and memorable, it included a mix of pre-recorded and live interactive sessions which showcased Curtin's course offerings, campus facilities and impactful research. Prospective students were able to speak with academics and students via video conferencing tools about courses, career options and the student experience, and the delivery platform chosen allowed for captioning on live, on-demand, sim 2 Live and simlive webinars.

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

Development of the Universal Design Guidelines – Built Form in 2015 continues to have significant impact not only within Curtin's own facilities and amenities development, but also through the wider community. Other universities remain in contact with our Properties team around developing their own institutional capabilities in this space. Aspirations around application of universal design in the built environment have been adopted in the development of new projects, and is understood as a key issue.

#### **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**

Throughout the term of our current DAIP, Curtin has been moving away from an 'accommodation' approach towards students with specific access requirements, towards a commitment to embedding universal design principles into the design and delivery of our teaching and learning practices across all areas and faculties.

A licence for BlackBoard Ally was implemented in February, with the intent being to enhance Curtin's ability to provide accessible content via the learning management system, and embedding the principle teaching value that accessible content is 'good' content. BlackBoard Ally can provide students with access to more accessible alternatives such as Semantic HTML, ePub, Audio and Electronic Braille. It enables three principal capabilities: *Institutional Reporting*, which shows how digital course content is performing in accessibility terms, giving an accessibility score and highlighting any accessibility issues found; *Instructor Feedback*, which guides instructors on how to improve accessibility of their content and alters future behaviour; and *Alternative Formats*, which automatically checks for accessibility issues and generates a range of alternative formats for PDF files, Microsoft Word files, Microsoft PowerPoint files, OpenOffice/ LibreOffice files and uploaded HTML files.

Further to Ally's launch, and despite significant interruptions in teaching delivery and practice due to COVID-19, the initial deployment has helped create greater awareness and helped raise the profile of, and build capacity around, the importance of universal design being embedded into teaching practices and learning content creation.

The COVID-19 period necessitated a pivot away from lecture content capture through ECHO360 from campus venues in Semester 1, and onto BlackBoard Collaborate while academics were working from home and lecture theatre operations were curtailed by government lockdown measures. Better clarity of audio capture via webcams contributed to more accurate captioning of recorded materials during this time.

## Report on operations (continued)

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

The 'Curtin Calling' initiative reached out by phone and email to all student equity groups, including those with disability (as identified through having a Curtin Access Plan) to establish engagement, ongoing participation and support requirements during the COVID-19 campus shutdown. Curtin's Student AccessAbility team also followed up with identified and vulnerable students to provide additional support where indicated.

In response to the onset of COVID-19, the Curtin Specialist Mentoring Program (for students with autism and related conditions) has been evolving new ways to not only harness the power of the mentors but also harness the power of the mentees to support one other. Prior to COVID-19, the program provided a weekly face-to-face social group (CSG) on campus and a closed CSG Facebook page managed by a committee made up of mainly mentees and a couple of mentors. Both platforms provided safe discussion spaces investigating neurodiverse and neurotypical solutions to typical life issues experienced by the group. When Curtin directed students to study from home, the CSG committee decided to move their weekly social group online using the platform Discord. The new online social group and the Facebook page continued to give the mentees the chance to discuss pertinent issues, gain friendships, develop cooperative working styles, play games and organise external social events as the COVID-19 restrictions have lifted.

Each year, more than 50 students studying allied health participate as mentors in the Curtin Specialist Mentoring Program, gaining a unique understanding and first-hand experience of supporting someone with a lifelong condition that they can take into their professional and personal lives. This training and experience is a further investment by Curtin in the support of people with disability.

Following the roll-out of disability awareness training in 2019 via Curtin's online training platform (iPerform), two faculties have committed to having all their staff complete this training by the end of first semester 2021, to further improve awareness of and responsiveness to the needs of both students and colleagues with disability at Curtin.

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

The Integrity and Standards Unit (ISU) continues to monitor responses to surveys issued and complaints received, reporting on systemic issues or trends to the Universal Design Working Party (which responds directly to the University's DAIP). Promotion of the website Complaints Portal continues to occur through the online ISU community, internal presentations, Student AccessAbility (disability services) newsletter, and social media community.

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

Curtin has clarified that it does not engage in public consultation, other than in relation to the creation of our DAIP. Curtin's consultation guidelines have been reviewed to ensure information can be made available in accessible formats.

## Environmental sustainability

### University commitment to sustainability strategy/SDGs

In February 2020, Curtin made a commitment to develop a clear approach to sustainability in relation to its physical footprint and profile in teaching and research, guided by the United Nations' Sustainable Development Goals (SDGs). A strategy is currently under development to link the work being undertaken across all areas of Curtin with the SDGs and Curtin is updating the sustainability materiality assessment for students, staff and the wider community.

### Green Star recertification – 6-Star certification

Five years after achieving Australia's first ever 5-Star Green Star – Communities certification (a rating tool of the Green Building Council of Australia), the Perth Campus increased its rating to 6-Star in its first recertification, representing world's best practice strategies and implementation and confirming Curtin's commitment to creating a sustainable and thriving campus.

A number of new initiatives were implemented over the course of the recertification, with a particular focus on liability and innovation, and constant improvement of the campus design and operation. Some of the key initiatives which assisted Curtin to achieve this new level of sustainability are:

- Upgrades to the central plant thermal system and electrical infrastructure, that will result in a 50 per cent reduction in peak electrical load and a 40 per cent reduction in greenhouse gas emissions when compared to a 'business as usual' approach.
- Commitment to target a 5-Star Green Star - Design and As Built certification for all new buildings and major refurbishments.
- Updating and implementation of our Climate Action Plan, ensuring buildings and spaces are designed with climate change resilience in mind.
- The use of people counting technology to improve space utilisation, allowing better management of building services and reduction in demand for further construction.
- Increased active transport and public transport options for sustainable travel options to the campus.
- Increased access to fresh food for campus occupants.
- Constantly improving management of our public open spaces and groundwater resources.

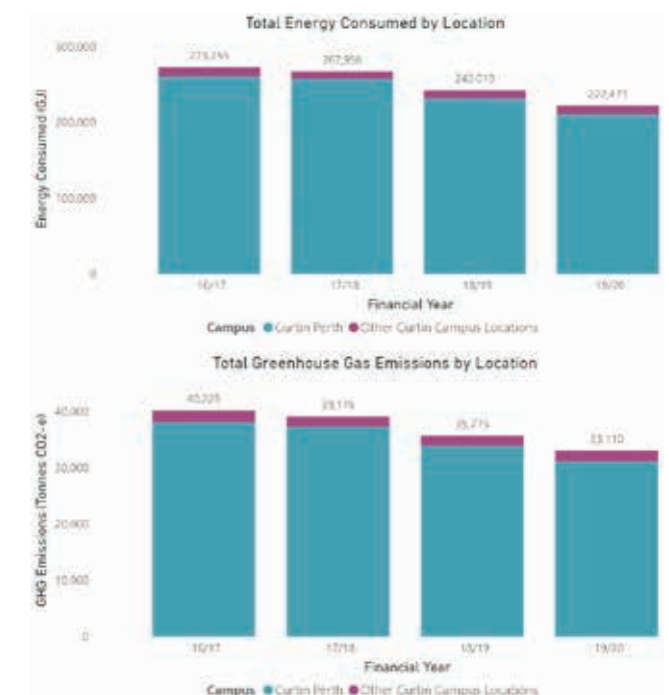
### Utility management

With the update of Curtin's Utility Management Plan underway, the University has continued to reduce its operational carbon footprint, with emissions dropping seven per cent between the 2018/19 and 2019/20 financial years.

Total energy consumption\* in the 2019/20 financial year\*\* was 222,471 gigajoules, down from 273,255 gigajoules in the 16/17FY. Greenhouse gas emissions also dropped from 40,225t CO<sub>2</sub>-e to 33,110 t CO<sub>2</sub>-e in 2019/20. It is worth noting that energy reductions due to COVID-19 closures has yet to be fully defined.

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

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





## Report on operations (continued)

### Biodiversity and public places

2020 saw the continuation of the Black Cockatoo Action Plan, with the planting of 660 native plants for Black Cockatoos and an additional 11 semi-mature nut trees. Nut trees provide 'fast food' to bridge the impending decline in mature forage resources for a wide range of fauna, whilst allowing the native tube stock to grow and develop food. A further 2,600 natives were planted near Jack Finney Lake on the Perth Campus as part of the Yarning Circle project.

Additional moisture sensors have been installed to gardens across the campus to ensure irrigation is only run when required. The team have also introduced nutrient analysis on ovals and turfed areas to ensure they are not over-fertilised, resulting in excess nutrients in groundwater and Jack Finney Lake.

### Waste management

Operational waste management has been a major focus in 2020, and the University has set a target of 80 per cent diversion from landfill by 2030. Waste audits and reporting have increased to help identify opportunities for improvement and educational signage, organics bins and live auditing of bins at collection are set to be rolled out in 2021. Container deposit scheme receptacles have been rolled out across campus, with funds raised being donated to local charities each month.

### Marketing activities

The University was able to pivot its brand and recruitment strategies in new and innovative ways in response to the pandemic, which had greatly disrupted marketing communications and events planned for 2020.

One major initiative was the October launch of Curtin's new brand campaign – the first in five years. Promoting the positive theme 'change is here', it addresses the desire of young people to have an impact on major global issues, which was evident from research into the target audience of prospective undergraduates.

The campaign showcases the ways in which Curtin research is already driving change, and invites prospective students to join us and make their mark.

With universities across Australia facing increased local competition, the brand campaign aims to enhance Curtin's presence within the domestic student market and maintain its position as Western Australia's most preferred university.

University Marketing made a number of updates to its prospective student web content throughout the year, including the creation of a new interactive tool that includes the full range of admission options available to both undergraduate and postgraduate domestic students. The tool presents a user with the most suitable entry pathways, based on their current or predicted education and qualifications, providing highly personalised and accurate information that matches their enquiries. The tool also streamlines the admission enquiries process for Future Students staff.

In April, University Marketing launched the Student and Academic Support Program (SASP). Managed by Deloitte, SASP will provide prospective students with a personalised and seamless admission experience, from the point of initial enquiry through to offer and acceptance. The project will utilise the University's multiple marketing channels to give students tailored information and support, depending on their specific place in their Curtin journey. It will include updates to Curtin's admission processes and platforms, such as the [study.curtin.edu.au](http://study.curtin.edu.au) website and digital marketing content. By unifying and personalising our recruitment communications, SASP aims to ensure Curtin remains front-of-mind to both domestic and international markets, ultimately increasing student numbers and associated revenue.

Throughout the year, several annual marketing events were reconceived to work in with COVID-19 restrictions. Curtin Open Day, traditionally Curtin's largest on-campus recruitment campaign, was transformed into an online event. Registered participants had access to a wealth of course information, webinars, study area videos, Q&A chats with teaching staff and an interactive campus map. Registrations for Curtin Open Day surpassed those of two competitor universities, and the event saw 50,000 participants opt in to receive further communications from Curtin – up from 4,702 the previous two Open Days. This significant uptake gave the University a robust lead generation base and reaffirmed its digital-first approach for future recruitment events.

Other online recruitment initiatives included high school information sessions, video content to help prospective students navigate mid-year entry to Curtin, and the Campus Virtual Explorer – an online map that enabled our international audiences to discover the Curtin Perth campus.

As restrictions were eased, some face-to-face engagement with prospective students recommenced. In December, University Marketing hosted four campus twilight tours, providing more than 400 prospective students and their families with an intimate and informative Curtin experience.

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

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

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



## Report on operations (continued)

### Pricing policy on outputs provided

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

Students in Commonwealth-supported places are required to contribute towards the cost of their education. The student contribution amount is calculated for each study period from their study load and the 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 <https://students.curtin.edu.au/essentials/fees>.

### Reconciliation Action Plan (RAP)

Curtin's Reconciliation Action Plan (RAP) provides a roadmap for the University to advance reconciliation and demonstrate how we can collectively contribute to a society that celebrates and respects Aboriginal and Torres Strait Islander culture as a proud part of our national identity. 2020 was an important year for race relations in Australia, with the global Black Lives Matter movement gaining considerable momentum, paving the way for discussions about the continued deaths of Aboriginal and Torres Strait Islander peoples in custody. The year also saw a significant refresh of Closing the Gap targets and ongoing discussion about the establishment of an Indigenous voice to the Australian Parliament, all against the backdrop of a global pandemic. Despite the challenges presented by COVID-19, Curtin's commitment to fulfilling key targets within the RAP remained steadfast, with the following initiatives completed or well underway:

- A number of high-level appointments of Aboriginal people were made including: Professor Sandra Eades as Dean of Curtin's Medical School; Professor Stephen van Leeuwen as BHP Curtin Indigenous Chair for Biodiversity and Environmental Science; and Ms Ingrid Cumming as Curtin's Nyungar Cultural Advisor.
- Curtin Law student and Nyungar woman Chloe D'Souza was awarded the prestigious postgraduate John Monash Scholarship which supports outstanding leaders to study overseas.
- In partnership with Cisco, Curtin launched the Connected Country pilot which sees the delivery of education initiatives to remote schools through immersive technology.
- The Yarning Circle at Curtin's Perth Campus was opened, representing a cultural and educational celebration of Curtin's Aboriginal and Torres Strait Islander community and strengthening the bonds between the Perth Campus and the Nowanup Bush Campus.
- Curtin formally established the Carrolup Centre for Truth-Telling, a permanent home for precious artworks by children of the Stolen Generations (*The Herbert Mayer Collection of Carrolup Artwork*) that will ensure the important lessons of their history will be shared for generations to come. Associated exhibitions and public programs will further establish this as an important centre for truth-telling and reconciliation.
- Nowanup Bush Campus activities continue to grow in close collaboration with local Elders. The inaugural Curtin Staff Cultural Immersion Camp was held in October, with 25 staff spending a powerful and transformational three days on country learning in and of Nyungar culture. This program is offered as part of Curtin's Indigenous Cultural Capability Framework which underpins our strong commitment to reconciliation.

While 2020 was the final year for Curtin's current RAP, Reconciliation Australia have agreed to its extension to align with the development of Curtin's new Strategic Plan. Throughout 2021, Curtin's RAP will continue to guide the University's progress towards reconciliation through the following four cornerstone initiatives:

- Embedding the Indigenous Australian Cultural Capability Framework across the University and making this available to the community
- Progressing the Nowanup Bush Campus in partnership with the Nowanup community
- Enabling the global exchange of knowledge and experiences between Aboriginal and Torres Strait Islander peoples and other First Nation peoples around the world
- Leading in reconciliation and recognition of First Peoples.

### Recordkeeping - compliance with the State Records Act 2000 (WA)

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

Significant improvements and developments in 2020 included:

- An amended Recordkeeping Plan was approved by the State Records Commission in August.
- Priceless Indigenous artefacts were accessioned into Curtin's recordkeeping system by the University Archives. The Centre for Aboriginal Studies can now manage the long-term preservation of these artefacts in collaboration with University Archives.
- A new process was implemented for the transfer of digital committee papers into the University Archives for long-term preservation.
- The Melanesian Film Archive, a valuable collection of anthropological film reels and documents, has been chosen as the first collection to be digitised by the Western Australian Digitisation Centre – a collaboration between the State Library of WA and the local universities.
- Despite the impact of COVID-19 and the lockdown of campus, significant work has still been undertaken on identifying and processing legacy hard copy records across the Perth Campus.

### Ongoing Records and Information Management Training

- More than 1,700 staff completed the online information management awareness training in 2020. 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.
- A variety of training sessions and educational resources are available to all staff on a range of information management topics. A particular focus in 2020 has been on using Office365 tools and working remotely.
- 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. A major review of education and training materials commenced in 2020, in conjunction with the reviews of the Curtin Information Management and Archives website and the recordkeeping plan.



## Report on operations (continued)

### Risk management

COVID-19 is the most significant risk event in Curtin's recent history. Curtin issued its first guidance to staff and students for COVID-19 on 22 January 2020, two days after the China National Health Commission confirmed human-to-human transmission of the virus and infections outside of China. Curtin's Critical Incident Management Team response to COVID-19 commenced the following day, focusing on students, staff and campuses impacted overseas, as well as preparedness for Curtin's operations in Australia. The Critical Incident Management Team met 32 times in accordance with Curtin's Critical Incident Management Framework and continues to respond to COVID-19 given the ongoing strategic and operational uncertainty.

Curtin's strategic risk profile had considered an uninsured event such as a pandemic, resulting in a business interruption in semester one impacting both student enrolments and access to campus.

The COVID-19 pandemic tested Curtin's resilience to significant market and financial shocks, as well as its critical incident responses across its global operations, and presented both opportunities and challenges. Opportunities included: a significant uplift in use of technology; development of new, agile ways of working; strong collaboration across Curtin to deliver innovative solutions in very short timeframes; and the changing expectations of stakeholders to deliver differently.

Some of the challenges included: access to global markets given travel bans/constraints; increasing geopolitical uncertainty; economic and funding pressures; embedding new ways of working beyond COVID-19; and the hardening of the insurance market resulting in increases in premiums, reduction in cover and increased excess structures.

COVID-19 also impacted each element of Curtin's integrated Risk and Assurance Framework which includes:

- Critical incident management
- Strategic risk
- Operational risk
- Business continuity
- Travel risk
- Insurance
- Audit and assurance.

During 2020, further enhancements were made to Curtin's integrated risk and assurance approach, including:

- Specific audits to consider COVID-19 response and effectiveness of critical controls.
- Introduction of continuous assurance and continuous monitoring as part of Curtin's assurance map.
- Developing risk tools to support implementation of guidelines to counter foreign interference in the university sector.
- Developing enhanced risk tools to support risk assessment for entities in accordance with the Voluntary Code of Best Practice for the Governance of Australian Public Universities.
- Developing tools to support risk assessments of smaller projects and initiatives.

However, some key initiatives were delayed in 2020 due to COVID-19 and will be progressed in 2021 and these include:

- A review of the Risk Management Policy and Risk Management Procedures – with a view to capturing the integrated approach that has evolved consistent with the COSO Enterprise Risk Management framework.
- Development of a more granular risk appetite – looking to provide clarity about where Curtin is open to risk-taking opportunities or requires a more cautious approach to risk.
- Systemisation and digitalisation of risk management, business continuity and critical incident management.
- Broader conversations about risk culture across the organisation, learning from the opportunities and challenges arising from COVID-19.

### 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.

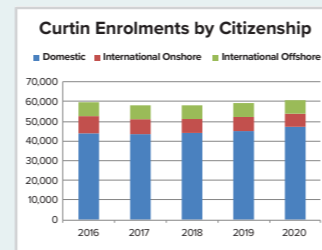
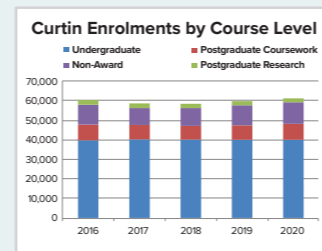
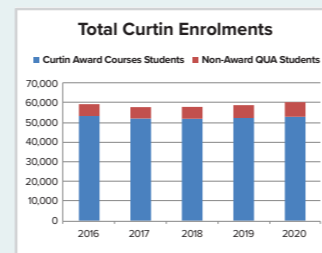
At 31 December 2020, the University had no subsidiaries.

### Voluntary Code of Best Practice for the Governance of Australian Universities

At its meeting on 22 December 2018, Council adopted the revised Voluntary Code of Best Practice for the Governance of Australian Universities as a best practice governance benchmark. A compliance report for 2020 was noted by Council at its meeting on 17 March 2021. The University complies with all 14 protocols.

## Curtin key statistics

	2016	2017	2018	2019	2020
<b>STUDENT HEADCOUNT</b>					
<b>Total Curtin Enrolments</b>	<b>58,207</b>	<b>56,646</b>	<b>56,686</b>	<b>57,788</b>	<b>59,222</b>
<b>CURTIN ENROLMENTS BY CATEGORY</b>					
<b>Course Level</b>					
Postgraduate Research	2,409	2,353	2,230	2,063	2,054
Postgraduate Coursework	8,016	7,368	6,986	7,299	8,129
Undergraduate	39,466	39,914	39,825	39,768	39,734
Non-Award	10,082	8,633	9,048	10,244	10,930
<b>Broad Field of Education</b>					
Agriculture, Environmental and Related Studies	208	222	225	213	218
Architecture and Building	2,330	2,367	2,296	2,249	2,346
Creative Arts	929	888	896	1,145	1,492
Education	4,272	4,590	4,817	5,103	5,566
Engineering and Related Technologies	6,978	6,501	6,080	5,740	5,519
Health	9,505	9,371	9,404	9,639	9,753
Information Technology	409	412	415	396	754
Management and Commerce	13,299	12,476	12,077	12,132	11,791
Natural and Physical Sciences	4,415	4,486	4,545	4,465	4,249
Non-award course, BOTP, or OUA unit	803	854	741	889	754
Society and Culture	16,895	16,208	16,794	17,648	18,567
<b>DEMOGRAPHY AND EQUITY</b>					
<b>Student Citizenship</b>					
Domestic Students	<b>42,791</b>	<b>42,430</b>	<b>42,953</b>	<b>43,917</b>	<b>46,036</b>
International Students studying in Australia	<b>8,509</b>	<b>7,370</b>	<b>6,883</b>	<b>6,981</b>	<b>6,516</b>
from : China (%)	25%	25%	25%	24%	21%
Malaysia (%)	12%	12%	12%	12%	11%
India (%)	12%	11%	10%	11%	11%
Singapore (%)	4%	5%	6%	6%	7%
Hong Kong (%)	4%	4%	5%	4%	5%
International Students studying outside Australia	<b>6,907</b>	<b>6,846</b>	<b>6,850</b>	<b>6,890</b>	<b>6,670</b>
from : Malaysia (%)	45%	46%	43%	39%	34%
Mauritius (%)	19%	20%	20%	22%	23%
Singapore (%)	11%	10%	11%	12%	11%
China (%)	4%	4%	5%	5%	6%
United Arab Emirates (%)	0%	0%	2%	4%	6%

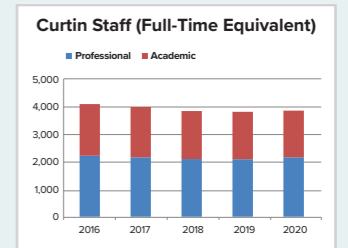
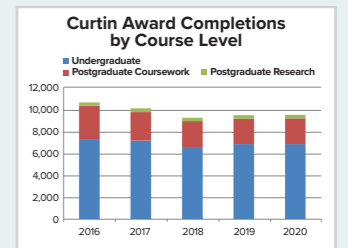
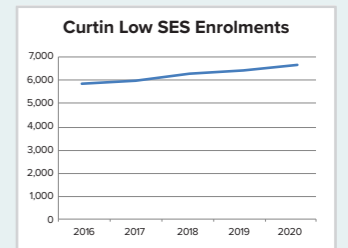
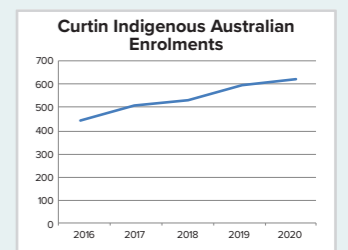
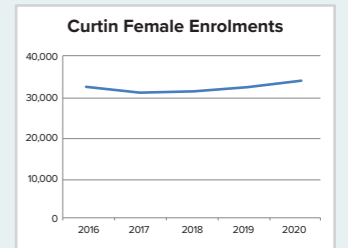


	2016	2017	2018	2019	2020
<b>Gender</b>					
Female Students	<b>32,551</b>	<b>31,618</b>	<b>31,839</b>	<b>32,531</b>	<b>33,556</b>
Female Proportion	56%	56%	56%	56%	57%
<b>Indigenous Australian Students</b>					
	<b>447</b>	<b>509</b>	<b>532</b>	<b>594</b>	<b>619</b>
<b>Low Socio-Economic Status (SES) Students</b>					
	<b>5,832</b>	<b>5,951</b>	<b>6,222</b>	<b>6,350</b>	<b>6,569</b>
<b>AWARD COMPLETIONS</b>					
<b>Total Curtin Completions</b>	<b>11,022</b>	<b>10,457</b>	<b>9,561</b>	<b>9,803</b>	<b>9,850</b>
<b>Course Level</b>					
Postgraduate Research	307	347	310	327	346
Postgraduate Coursework	3,152	2,698	2,439	2,391	2,432
Undergraduate	7,563	7,412	6,812	7,085	7,072
<b>STAFF (FULL-TIME EQUIVALENT) #</b>					
<b>Total Curtin Staff</b>	<b>4,099</b>	<b>3,993</b>	<b>3,847</b>	<b>3,815</b>	<b>3,859</b>
<b>Work Function</b>					
<b>Academic</b>	<b>1,883</b>	<b>1,829</b>	<b>1,748</b>	<b>1,725</b>	<b>1,697</b>
Teaching	702	663	660	675	662
Research	491	504	476	449	434
Teaching and Research	610	595	555	549	545
Other	80	68	58	52	56
<b>Professional</b>	<b>2,216</b>	<b>2,163</b>	<b>2,099</b>	<b>2,090</b>	<b>2,162</b>

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

# Staff figures are calculated as the full-time equivalent of continuing and fixed term staff captured as at 31 March, plus the full-time equivalent of casual staff as at 31 December.

An estimate of casual staff is reported for 2020, while the prior year published in the 2019 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 comprises the Statement of Financial Position as at 31 December 2020, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the year then ended, as well as 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 2020 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006*, relevant Treasurer's Instructions, and Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act)* and the Australian Charities and Not-for-profits Commission Regulation 2013.

##### 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*, *ACNC Act* 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.

##### Responsibilities 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*, relevant Treasurer's Instructions, and the *ACNC Act*, 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 Responsibilities 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. 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.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website at [https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). This description forms part of my auditor's report.

#### 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 2020.

##### 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.

##### 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.

## Independent Auditor's Report (continued)

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 2020. 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 2020.

#### 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 2020 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.



CAROLINE SPENCER  
AUDITOR GENERAL  
FOR WESTERN AUSTRALIA  
Perth, Western Australia  
22 March 2021



## Financial Report 2020

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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 2020 and the financial position as at 31 December 2020.

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.



**Dr Andrew Crane**  
Chancellor



**Professor John Cordery**  
Interim Vice-Chancellor



**Mr David Menarry**  
Chief Finance Officer

Dated this 17th day of March 2021

### CERTIFICATION OF THE FINANCIAL STATEMENTS REQUIRED BY THE DEPARTMENT OF EDUCATION, SKILLS AND EMPLOYMENT

We declare that the amount of Australian Government financial assistance expended during the financial year ended 31 December 2020 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.



**Dr Andrew Crane**  
Chancellor



**Professor John Cordery**  
Interim Vice-Chancellor

Dated this 17th day of March 2021

**STATEMENT OF COMPREHENSIVE INCOME**

for the year ended 31 December 2020

	Note	2020 \$'000	2019 \$'000
<b>Revenue from Continuing Operations</b>			
Australian Government financial assistance:			
Australian Government grants	3.1(g)	366,506	361,280
HELP – Australian Government payments	3.1(b)	203,785	194,866
HECS-HELP – student payments		16,836	18,874
State and Local Government financial assistance	3.2	11,808	17,995
Fees and charges	3.3	195,546	207,285
Royalties	3.4	20,622	21,407
Consultancy and contract research	3.5	38,517	30,949
Other revenue	3.6	38,009	38,500
Investment revenue	4	11,086	78,788
<b>Total Revenue from Continuing Operations</b>		<b>902,715</b>	969,944
Net (loss)/gain on disposal of non-current assets		(176)	(1,015)
<b>Total revenue and income from continuing operations</b>		<b>902,539</b>	968,929
<b>Expenses from Continuing Operations</b>			
Employee related expenses	5	571,747	540,836
Depreciation and amortisation	14	73,867	70,959
Repairs and maintenance	6	12,354	12,842
Borrowing costs	7	3,871	3,175
Impairment of assets		641	367
Deferred superannuation expense	5	292	269
Other expenses	8	240,865	258,427
<b>Total Expenses from Continuing Operations</b>		<b>903,637</b>	886,875
<b>Net Operating Result for the Year</b>		<b>(1,098)</b>	82,054
<b>Total Comprehensive Income</b>		<b>(1,098)</b>	82,054

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

**STATEMENT OF FINANCIAL POSITION**

as at 31 December 2020

	Note	2020 \$'000	2019 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents:			
Unrestricted	9(a)	48,893	62,316
Restricted	9(b)	8,883	54,338
Receivables	10	37,269	38,477
Inventories		-	56
Other financial assets:			
Unrestricted	11	450	450
Restricted	12	186,060	147,519
Other non-financial assets	13	34,604	29,760
<b>Total Current Assets</b>		<b>316,159</b>	332,916
<b>Non-Current Assets</b>			
Receivables	10	52,019	54,738
Other financial assets – unrestricted	11	394,166	423,185
Other non-financial assets	13	3,701	4,312
Property, plant and equipment	14	1,234,746	1,095,125
<b>Total Non-Current Assets</b>		<b>1,684,632</b>	1,577,360
<b>Total Assets</b>		<b>2,000,791</b>	1,910,276
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and other payables	15	32,508	26,105
Financial Liabilities - Service Concessions	16	3,957	119
Borrowings	18	5,497	5,639
Provisions	19	79,385	79,259
Other liabilities	17	237,423	223,522
<b>Total Current Liabilities</b>		<b>358,770</b>	334,644
<b>Non-Current Liabilities</b>			
Trade and other payables	15	16,109	8,591
Financial Liabilities - Service Concessions	16	100,646	38,880
Borrowings	18	30,268	35,695
Provisions	19	96,122	92,492
<b>Total Non-Current Liabilities</b>		<b>243,145</b>	175,658
<b>Total Liabilities</b>		<b>601,915</b>	510,302
<b>Net Assets</b>		<b>1,398,876</b>	1,399,974
<b>EQUITY</b>			
Reserves	20(a)	-	-
Retained earnings	20(b)	1,398,876	1,399,974
<b>Total Equity</b>		<b>1,398,876</b>	1,399,974

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 2020

	Note	Reserves \$'000	Retained Earnings \$'000	Total Equity \$'000
Balance at 1 January 2019		89,530	1,301,286	1,390,816
Effect of adoption of the new Accounting Standards AASB15 and AASB1058	20(b)	-	(62,595)	(62,595)
Transfers to retained earnings	20(a)	(89,530)	89,530	-
Prior period adjustments	20(b)	-	(10,301)	(10,301)
Net operating result for the year	20(b)	-	82,054	82,054
Balance at 31 December 2019		-	1,399,974	1,399,974
Net operating result for the year	20(b)	-	(1,098)	(1,098)
<b>Balance at 31 December 2020</b>		<b>-</b>	<b>1,398,876</b>	<b>1,398,876</b>

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

**STATEMENT OF CASH FLOWS**

for the year ended 31 December 2020

	Note	2020 \$'000	2019 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Australian Government grants received	3.1(h)	569,927	576,241
State and Local Government financial assistance		21,031	12,781
HECS-HELP – student payments		20,099	18,874
Fees and charges		196,135	197,300
Royalties		20,760	21,750
Consultancy and contract research		40,107	31,980
Interest received		904	2,082
Distributions received		22,059	23,105
Income related to Service Concession Assets		-	3,993
Other		12,362	15,473
GST refunds received		17,695	16,508
<b>Payments</b>			
Payments for employee benefits		(558,406)	(549,256)
Payments to suppliers		(239,206)	(251,708)
Interest and other costs of finance paid		(2,452)	(3,241)
Short-term lease payments		-	(382)
Lease payments for low-value assets		(5,185)	(7,762)
<b>Net cash provided by/(used in) operating activities</b>	9(c)	<b>115,830</b>	107,738
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for property, plant and equipment		(132,813)	(117,560)
Proceeds on sale of property, plant and equipment		36	18,482
Payments for investments		(34,196)	(2,917)
Proceeds on redemption of investments		12,790	1,633
<b>Net cash provided by/(used in) investing activities</b>		<b>(154,183)</b>	(100,362)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayments of borrowings		(2,290)	(2,145)
Proceeds from borrowings		-	-
Repayment of other financial liabilities - Service Concessions and Lease Liabilities		(3,280)	(3,531)
<b>Net cash provided by/(used in) financing activities</b>		<b>(5,570)</b>	(5,676)
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(43,922)</b>	1,700
Movement in money held on trust		(14,956)	(18,452)
Cash and cash equivalents at the beginning of the financial year		116,654	133,406
<b>Cash and cash equivalents at the end of the financial year</b>	9(b)	<b>57,776</b>	116,654

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 2020

### 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, Skills and Employment, 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 the 17th day of March 2021.

#### 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 21(b)).

#### Accrual basis of accounting

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

#### COVID-19

COVID-19, an infectious respiratory disease, was declared a world-wide pandemic by the World Health Organisation on 11 March 2020.

The University's financial performance in 2020 was affected by two aspects:

- The associated travel restrictions resulted in reduced revenue from international students studying in Australia (included within Fees and Charges in the Statement of Comprehensive Income); and
- The uncertainty around the economic impact of the pandemic has affected global investment markets, with a consequent effect to Curtin's investment valuations (included within Other Financial Assets in the Statement of Financial Position) and associated investment revenues (Investment Revenue in the Statement of Comprehensive Income).

However, the overall impact to the University's financial position has not been significant, with decreased revenues largely offset by reduced expenditure, while prioritising the health and wellbeing of our students and staff.

We anticipate managing the future impact to revenues similarly, and accordingly the financial statements continue to be presented on a going concern basis.

The critical accounting estimates and judgements in Note 1 (b) continue to be relevant and have not been impacted by the pandemic, and no additional accounting estimates or judgements were required in the preparation of these financial statements. Consequently, there is no impact on the measurement of assets and liabilities in the Statement of Financial Position.

The University will continue to monitor the effects of the pandemic on operations and take actions as appropriate to manage the financial and other impacts.

#### (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.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

for the year ended 31 December 2020

### 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;
- Discount rates used in determining the interest expense for Service Concession Financial Liabilities;
- Assessing impairment of assets including receivables, property, plant and equipment and investments;
- Estimating useful lives of non-current assets - the useful life reflects the consumption of the assets' future economic benefits; and
- Estimating the fair value of financial assets (such as unlisted shares) that are not traded on an open market.

### 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 proportions of Service Concession liabilities that are financial and non-financial;
- 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, such as meeting contractual performance obligations.

Detailed accounting policies for each revenue category are presented in Note 3.

#### (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 Operating 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.



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**1 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (continued)****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.

**(h) New Accounting Standards and Interpretations****(i) Effective for the first time**

The following standards have been issued but are not mandatory for 31 December 2020 reporting periods. The effective date is 1 January 2022 for both standards. The University has elected not to early adopt them. There is no material impact to the University in adopting these standards.

- AASB2020-1: Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current.
- AASB2020-6: Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date.

**(i) Adoption of AASB1059**

Australian Accounting Standard AASB1059 addresses the accounting for service concession arrangements by a grantor that is a public sector entity. The Standard applies to annual reporting periods beginning on or after 1 January 2020. The University elected to early adopt this standard from 1 January 2019. Refer to note 14 (c) for further details of the accounting policy related to service concession arrangements.

**2 DISAGGREGATED INFORMATION**

	Revenue		Results <sup>1</sup>		Assets	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>Geographical</b>						
Australia	883,525	951,073	(6,209)	77,018	2,000,791	1,910,276
Asia	14,315	14,513	3,205	3,596	-	-
Other	4,875	4,358	1,906	1,440	-	-
<b>Total</b>	<b>902,715</b>	<b>969,944</b>	<b>(1,098)</b>	<b>82,054</b>	<b>2,000,791</b>	<b>1,910,276</b>

<sup>1</sup> Results reflect revenue earned and expenses incurred in the geographical segments. Expenses are incurred in Australia for activities outside Australia and the net results for those activities do not reflect those expenses. Results for 2019 were re-stated due to changes of methodology on expenses allocation.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**3.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOAN PROGRAMS (HELP)****ACCOUNTING POLICY****Commonwealth supported student income**

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

**Research income**

Research grants are recognised as revenue as the University satisfies the performance obligations specified in the research contracts. In general this means that research grant income is recognised over the period of the relevant grant. When the University has not yet met the performance obligations, amounts received are treated as income received in advance as a liability in the Statement of Financial Position.

**Other government grants**

Other grants from government are recognised as revenues as the University satisfies the performance obligations specified in the contracts. When the University has not yet met the performance obligations, amounts received are treated as income received in advance as a liability in the Statement of Financial Position.

**Research Training Program and Research Support Program**

Revenue is recognised when the University receives payment and obtains control over the assets.

	Note	2020 \$'000	2019 \$'000
<b>(a) Commonwealth Grants Scheme and Other Grants</b>			
Commonwealth Grants Scheme		257,992	251,308
Indigenous Support Program		1,095	1,039
Disability Support Program		188	198
Partnership and Participation Program		4,259	4,791
<b>Total Commonwealth Grants Scheme and Other Grants</b>	31(a)	<b>263,534</b>	<b>257,336</b>
<b>(b) Higher Education Loan Programs (excl OS-HELP)</b>			
HECS-HELP		175,811	168,206
FEE-HELP		25,776	23,764
SA-HELP		2,198	2,896
<b>Total Higher Education Loan Programs</b>	31(b)	<b>203,785</b>	<b>194,866</b>
<b>(c) Research Training Program</b>			
Research Training Program		27,169	26,301
Commonwealth Education Costs Scholarships		204	239
<b>Total Research Training Program</b>	31(c)	<b>27,373</b>	<b>26,540</b>
<b>(d) Research Support Program</b>			
Research Support Program		20,843	20,355
<b>Total Research Support Program</b>	31(d)	<b>20,843</b>	<b>20,355</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

	Note	2020 \$'000	2019 \$'000
<b>3.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOAN PROGRAMS (HELP) (continued)</b>			
<b>(e) Australian Research Council (ARC)</b>			
<b>(i) Discovery</b>			
Project		11,758	14,798
Fellowships		4,000	3,964
<b>Total Discovery</b>	31(e)	<b>15,758</b>	18,762
<b>(ii) Linkages</b>			
Infrastructure		1,106	55
Projects		3,083	3,412
<b>Total Linkages</b>	31(e)	<b>4,189</b>	3,467
<b>(iii) Centres</b>			
Centres		990	1,277
Others		98	73
<b>Total Centres</b>	31(e)	<b>1,088</b>	1,350
<b>Total ARC</b>		<b>21,035</b>	23,579
<b>(f) Other Australian Government Financial Assistance</b>			
<b>Non-capital</b>			
CRC Cooperative Research Centres Funding		2,636	2,305
CSIRO Flagship Collaborative Research Program		32	34
NHMRC Grants		7,966	7,998
Other Commonwealth Research Income		13,721	12,028
Other Teaching Grants		4,016	852
Other Commonwealth Grants		3,292	8,124
Research Funds from Other organisations		1,266	1,084
		<b>32,929</b>	32,425
<b>Capital</b>			
CRC Cooperative Research Centres Funding		-	40
Other Commonwealth Research Income		456	275
Other Commonwealth Grants		336	-
Research Funds from Other organisations		-	730
		792	1,045
<b>Total Other Australian Government Financial Assistance</b>		<b>33,721</b>	33,470
<b>Total Australian Government Financial Assistance</b>		<b>570,291</b>	556,146

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

	Note	2020 \$'000	2019 \$'000
<b>3.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE INCLUDING AUSTRALIAN GOVERNMENT LOANS PROGRAMS (HELP) (continued)</b>			
<b>(g) Reconciliation</b>			
Australian Government grants [a+c+d+e+f]		366,506	361,280
HECS-HELP payments		175,811	168,206
FEE-HELP payments		25,776	23,764
SA-HELP payments		2,198	2,896
		203,785	194,866
<b>Total Australian Government Financial Assistance</b>		<b>570,291</b>	556,146
<b>(h) Australian Government Grants received – Cash Basis</b>			
CGS and Other EDUCATION Grants	31(a)	266,373	257,603
Higher Education Loan Programs	31(b)	198,413	194,763
Research Training Program	31(c)	27,373	26,540
Research Support Program	31(d)	20,843	20,355
ARC grants - Discovery	31(e)	11,364	11,517
ARC grants - Linkages	31(e)	4,271	5,815
ARC grants - Centres	31(e)	1,088	1,350
Other Australian Government Grants		30,295	49,943
<b>Total Australian Government Grants Received – Cash Basis</b>		<b>560,020</b>	567,886
OS-HELP (Net)	31(f)	5,038	2,993
Superannuation Supplementation	31(g)	4,869	5,362
<b>Total Australian Government Funding Received – Cash Basis</b>		<b>569,927</b>	576,241
<b>3.2 STATE AND LOCAL GOVERNMENT FINANCIAL ASSISTANCE</b>			
<b>ACCOUNTING POLICY</b>			
Revenue is recognised as the University fulfils grant conditions or has provided the service. When the University has not yet fulfilled its performance obligations, amounts received are treated as income in advance as a liability in the Statement of Financial Position.			
<b>Non-capital</b>			
State Government		11,634	16,082
<b>Capital</b>			
State Government		174	1,913
<b>Total State and Local Government Financial Assistance</b>		<b>11,808</b>	17,995



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**3.3 FEES AND CHARGES****ACCOUNTING POLICY**

Course fees and charges revenue relates to undergraduate and postgraduate degree programs as well as other non-award programs such as continuing education. Revenue is recognised over time as and when the course is delivered to students.

Amounts paid in advance by students e.g. before starting the academic period are recognised as income received in advance as a liability until the services are delivered.

Non-course fees and charges revenue is recognised over time as and when the service is provided.

	Note	2020 \$'000	2019 \$'000
<b>Course Fees and Charges</b>			
Fee-paying onshore overseas students		153,318	159,360
Fee-paying offshore overseas students		7,591	6,686
Continuing education		380	746
Fee-paying domestic postgraduate students		6,450	7,571
Fee-paying domestic non-award students		18,081	13,090
<b>Total Course Fees and Charges</b>		<b>185,820</b>	187,453
<b>Other Non-Course Fees and Charges</b>			
Late fees		129	205
Library fines		31	44
Parking fees		4,288	7,179
Registration fees		50	111
Ancillary fees		12	16
Student accommodation		931	5,740
Student Services and Amenities Fees		2,908	3,392
Other fees and charges		1,377	3,145
<b>Total Other Non-Course Fees and Charges</b>		<b>9,726</b>	19,832
<b>Total Fees and Charges</b>		<b>195,546</b>	207,285

**3.4 ROYALTIES****ACCOUNTING POLICY**

Revenue is recognised as the University provides the service(s) to the customer through their use of the University's intellectual property.

Royalties - Education Services	20,622	21,407
<b>Total Royalties</b>	<b>20,622</b>	21,407

**3.5 CONSULTANCY AND CONTRACT RESEARCH****ACCOUNTING POLICY**

Revenue is recognised as the University provides the service(s) to the customer.

Consultancy	2,817	6,942
Contract research	35,700	24,007
<b>Total Consultancy and Contract Research</b>	<b>38,517</b>	30,949

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**3.6 OTHER REVENUE****ACCOUNTING POLICY**

Donations and gifts are recognised as revenue when the University has the contractual right to receive the assets.

Other revenue is recognised when the University provides the service(s)/delivers the goods to the customer.

	Note	2020 \$'000	2019 \$'000
Trading income		6,080	6,692
Rental income		6,819	7,218
Donations		4,777	3,255
Scholarships and prizes		1,700	2,100
Non-government grants		5,870	10,042
Insurance claims		999	587
Staff salary cost recoveries		779	1,250
Proceeds from sale of minor equipment		17	18
Conference income		120	1,041
Income related to Service Concession Assets		9,101	3,993
Other		1,747	2,304
<b>Total Other Revenue</b>		<b>38,009</b>	38,500

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

Investment income is recognised as it is earned, i.e. when the University has the right to receive dividends, distributions and interest. Fair value movements are recognised consistent with the measurement of "Fair Value through Profit and Loss" investments (refer also Notes 11 and 12).

Distributions and dividends - funds under management	17,746	23,138
Dividends - other investments	4,451	1,900
Interest - cash and term deposits	904	2,083
Fair value through profit and loss - funds under management	(21,379)	35,997
Fair value through profit and loss - other investments	9,364	15,670
<b>Total Investment Revenue</b>	<b>11,086</b>	78,788

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**5 EMPLOYEE RELATED EXPENSES****ACCOUNTING POLICY**

Employee related expenses are recognised as an expense as they become payable. Past service costs are recognised in profit or loss immediately (refer also Note 19 for leave and superannuation benefits).

	Note	2020 \$'000	2019 \$'000
<b>Academic</b>			
Salaries		222,707	215,759
Contribution to superannuation and pension schemes			
Contributions to unfunded schemes		157	298
Contributions to funded schemes		33,957	33,442
Long service leave		10,543	6,434
Annual leave		14,363	14,810
Payroll tax		16,236	15,825
Workers' compensation		202	667
<b>Total Academic</b>		<b>298,165</b>	<b>287,235</b>
<b>Non-Academic</b>			
Salaries		203,520	189,149
Contribution to superannuation and pension schemes			
Contributions to unfunded schemes		(22)	131
Contributions to funded schemes		30,536	29,122
Long service leave		10,442	6,234
Annual leave		14,532	14,196
Payroll tax		14,448	14,193
Workers' compensation		126	576
<b>Total Non-Academic</b>		<b>273,582</b>	<b>253,601</b>
<b>Total Employee Related Expenses</b>		<b>571,747</b>	<b>540,836</b>
Deferred superannuation expense	30(b)	292	269
<b>Total Employee Related Expenses including Deferred Government Employee Benefits for Superannuation</b>		<b>572,039</b>	<b>541,105</b>

**6 REPAIRS AND MAINTENANCE****ACCOUNTING POLICY**

Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the carrying amount of those parts that are replaced is derecognised and the cost of the replacing part is capitalised if asset recognition criteria are met. Other routine operating maintenance, repair and minor renewal costs are also recognised as expense as incurred.

	2020 \$'000	2019 \$'000
Building repairs	6,388	5,625
General infrastructure maintenance	4,377	5,861
Parks and gardens	1,589	1,356
<b>Total Repairs and Maintenance</b>	<b>12,354</b>	<b>12,842</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**7 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.

Interest expense on lease liabilities is recognised using the effective interest rate inherent to the lease.

	Note	2020 \$'000	2019 \$'000
Interest on borrowings		1,873	2,020
Interest on lease liabilities		566	503
Service Concession expense - interest on financial liabilities		1,432	652
<b>Total Borrowing Costs</b>		<b>3,871</b>	<b>3,175</b>

**8 OTHER EXPENSES****ACCOUNTING POLICY**

Other expenses are recognised as an expense in the Statement of Comprehensive Income as incurred.

	2020 \$'000	2019 \$'000
Advertising, marketing and promotional expenses	7,696	5,986
Agency staff costs	2,657	4,601
Books	5,412	5,441
Computer peripherals and parts	25,484	23,988
Consumables	10,659	11,984
Consultancy fees and expenses	9,877	12,373
Outsourced work	26,157	30,845
Exchange rate (gains)/losses	597	644
Fees and commissions	36,122	30,734
Financial assistance provided/research support	8,159	5,546
Graduations	1,002	853
Hospitality	1,336	2,981
Insurance	4,188	4,120
Inventory used and sold	98	50
Lease and rental	2,446	3,150
Non-capitalised equipment	4,441	4,739
Occupational health, safety and welfare	485	481
Postage and courier	754	1,002
Publications	524	447
Scholarships, grants and prizes	55,006	57,060
Security	920	879
Service Concession expense - operations payments	3,293	3,309
Staff development and training	1,891	4,407
Staff recruitment	868	1,633
Subscriptions	7,889	7,678
Telecommunications	1,252	1,394
Travel	4,557	14,141
Utilities and cleaning	14,585	15,081
Other	2,510	2,880
<b>Total Other Expenses</b>	<b>240,865</b>	<b>258,427</b>



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**9 CASH AND CASH EQUIVALENTS****ACCOUNTING POLICY**

Cash includes cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value.

	Note	2020 \$'000	2019 \$'000
<b>(a) Unrestricted</b>			
Cash at bank and on hand <sup>1</sup>		48,893	37,316
Fixed Term Deposits <sup>2</sup>		-	25,000
<b>Total Cash and Cash Equivalents – Unrestricted</b>		<b>48,893</b>	<b>62,316</b>
<b>(b) Restricted</b>			
Trust cash at bank <sup>1</sup>		2,800	4,330
Trust Fixed Term Deposit <sup>2</sup>		6,083	50,008
<b>Total Cash and Cash Equivalents – Restricted</b>		<b>8,883</b>	<b>54,338</b>
<b>Total Cash and Cash Equivalents</b>		<b>57,776</b>	<b>116,654</b>
<sup>1</sup> Cash on hand is non-interest bearing. Cash at bank is subject to variable interest rates (refer Note 21). <sup>2</sup> Deposits are interest bearing at variable interest rates (refer Note 21). These deposits have an average maturity of 156 days (2019: 115 days).			
<b>(c) Reconciliation of net result to net cash provided by operating activities</b>			
Net result for the year		(1,098)	82,054
Depreciation expense		73,867	70,959
Net loss/(gain) on disposal of non-current assets		176	1,015
Impairment of assets		641	367
Fair value loss/(gain) through profit and loss		12,015	(51,668)
In-kind distributions		(348)	(315)
<b>Changes in assets and liabilities:</b>			
(Increase)/decrease in trade and other receivables		3,596	(14,698)
(Increase)/decrease in inventories		56	-
(Increase)/decrease in other current assets		715	1,962
Increase/(decrease) in trade and other payables		(8,151)	11,425
Increase/(decrease) in provisions		3,758	(318)
Increase/(decrease) in other current liabilities		30,603	6,955
<b>Net cash provided by / (used in) operating activities</b>		<b>115,830</b>	<b>107,738</b>
<b>(d) Non-cash investing and financing activities</b>			
Acquisition of right-of-use assets by lease		75	-
Recognition of Service Concession Assets by way of offsetting Service Concession liabilities		66,525	39,031
<b>Total Non-cash investing and financing activities</b>		<b>66,600</b>	<b>39,031</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**10 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.

	Note	2020 \$'000	2019 \$'000
<b>Current</b>			
Student receivables		8,010	5,670
Less: Provision for impaired receivables		(783)	(591)
		7,227	5,079
General receivables		25,883	29,080
Less: Provision for impaired receivables		(157)	(230)
		25,726	28,850
Deferred government contribution for superannuation	30(b)	4,316	4,548
<b>Total Current</b>		<b>37,269</b>	<b>38,477</b>
<b>Non-Current</b>			
Deferred government contribution for superannuation	30(b)	52,019	54,738
<b>Total Receivables</b>		<b>89,288</b>	<b>93,215</b>
<b>Impaired receivables</b>			
<b>ACCOUNTING POLICY</b>			
For general receivables and student receivables, the University applies a simplified approach in calculating expected credit losses ("ECLs") and recognises a loss allowance based on lifetime ECLs at each reporting date.			
As at 31 December 2020, current receivables for student fees with a nominal value of \$0.783 million (2019: \$0.591 million) were expected to be impaired. The amount of the provision was \$0.783 million (2019: \$0.591 million).			
The ageing of these receivables is as follows:			
Less than 12 months		574	156
Greater than 12 months		209	435
		783	591
As at 31 December 2020, current receivables for student fees of \$1.407 million (2019: \$4.475 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		1,407	4,475
Greater than 12 months		-	-
		1,407	4,475

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

	Note	2020 \$'000	2019 \$'000
<b>10 RECEIVABLES (continued)</b>			
Movements in the provision for impaired student fees receivables are as follows:			
Balance at start of year		591	322
Provision for impairment recognised during the year		574	269
Receivables written-off during the year as uncollectible		(254)	-
Unused amount reversed		(128)	-
Balance at end of year		783	591
As at 31 December 2020, current general receivables with a nominal value of \$0.157 million (2019: \$0.230 million) were impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		41	68
Greater than 12 months		116	162
		157	230
As at 31 December 2020, current general receivables of \$12.669 million (2019: \$15.363 million) were past due date but not impaired.			
The ageing of these receivables is as follows:			
Less than 12 months		12,640	15,356
Greater than 12 months		29	7
		12,669	15,363
Movements in the provision for impaired general receivables are as follows:			
Balance at start of year		230	119
Receivables written-off during the year as uncollectible		(149)	(15)
Provision for impairment recognised during the year		80	128
Unused amount reversed		(4)	(2)
Balance at end of year		157	230

**11 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.

Financial assets which do not meet the objective of the University's business model for managing financial assets or are not held to collect the contractual cash flows are measured at fair value through profit or loss.

In accordance with AASB9 "Financial Instruments", the University classifies funds under management and other unlisted securities as "Fair Value through Profit and Loss" financial instruments. Gains and losses arising from changes in fair value are recognised directly to profit and loss for the period. No impairment is required.

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

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**11 OTHER FINANCIAL ASSETS – UNRESTRICTED (continued)**

	Note	2020 \$'000	2019 \$'000
<b>Current</b>			
<b>Loans receivable - at amortised cost</b>			
Other loans	25	670	450
Less: Provision for impaired receivables		(220)	-
<b>Total Current Other Financial Assets</b>		<b>450</b>	450
<b>Non-Current</b>			
<b>Fair Value through Profit and Loss</b>			
Funds under management		335,127	373,573
Other investments - Unlisted/listed shares		59,039	49,612
<b>Total Non-Current Other Financial Assets</b>		<b>394,166</b>	423,185
<b>Total Other Financial Assets – Unrestricted</b>		<b>394,616</b>	423,635

**12 OTHER FINANCIAL ASSETS – RESTRICTED****Current****Fair Value through Profit and Loss - funds under management**

Research activities		83,805	80,680
Donations and prizes		41,280	41,328
Trusts		14,475	9,511
		<b>139,560</b>	131,519

**Fixed Term Deposits**

Trusts		46,500	16,000
		46,500	16,000
<b>Total Other Financial Assets - Restricted</b>		<b>186,060</b>	147,519

Restricted funds are either invested as managed funds, term deposits (non-cash) or held as cash (refer note 9(b)).

All Fair Value through Profit and Loss financial assets are denominated in Australian currency. For an analysis of the credit risk and sensitivity of Fair Value through Profit and Loss financial assets to price and interest rate risk, refer to Note 21.

**13 OTHER NON-FINANCIAL ASSETS****ACCOUNTING POLICY**

Prepayments are recognised when amounts have been paid in advance and do not yet meet expense recognition requirements.

Accrued income is recognised when the University has yet to receive payment for goods or services provided.

**Current**

Prepayments		27,439	23,209
Accrued income		7,165	6,551
<b>Total Current Other Non-Financial Assets</b>		<b>34,604</b>	29,760

**Non-Current**

Prepayments		3,701	4,312
<b>Total Non-Current Other Non-Financial Assets</b>		<b>3,701</b>	4,312
<b>Total Other Non-Financial Assets</b>		<b>38,305</b>	34,072



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**14 PROPERTY, PLANT AND EQUIPMENT**

Summary of the University's fixed assets at the end of the current financial year are set out below.

	Owned assets		Right-of-use Assets		Service Concession Assets		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>At 31 December</b>								
- Cost	1,724,847	1,580,388	15,468	15,393	105,556	39,031	1,845,871	1,634,812
- Accumulated depreciation	(602,681)	(535,512)	(7,664)	(3,915)	(780)	(260)	(611,125)	(539,687)
<b>Carrying amount at end of year</b>	<b>1,122,166</b>	<b>1,044,876</b>	<b>7,804</b>	<b>11,478</b>	<b>104,776</b>	<b>38,771</b>	<b>1,234,746</b>	<b>1,095,125</b>
Depreciation expense	69,598	66,784	3,749	3,915	520	260	73,867	70,959

**(a) Owned Assets****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.

**14 (a) 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
<b>At 1 January 2020</b>											
Cost	78,862	1,001,004	163,347	-	78,325	34,397	162,844	1,826	45,996	13,787	1,580,388
Accumulated depreciation	-	(327,935)	(48,059)	-	-	(24,772)	(114,877)	(1,481)	(18,388)	-	(535,512)
Carrying amount at start of year	78,862	673,069	115,288	-	78,325	9,625	47,967	345	27,608	13,787	1,044,876
<b>Year ended 31 December 2020</b>											
Additions	-	150	40	-	132,677	1,720	5,959	25	6,049	482	147,102
Cost of disposals	(1)	(14)	-	-	-	(207)	(2,054)	-	(367)	-	(2,643)
Accumulated depreciation on disposals	-	6	-	-	-	207	1,969	-	247	-	2,429
Transfers in/(out)	-	34,783	11,387	-	(54,838)	1,915	5,930	-	-	823	-
Depreciation and amortisation expense	-	(37,443)	(7,038)	-	-	(4,661)	(15,446)	(165)	(4,845)	-	(69,598)
<b>Carrying amount at end of year</b>	<b>78,861</b>	<b>670,551</b>	<b>119,677</b>	<b>-</b>	<b>156,164</b>	<b>8,599</b>	<b>44,325</b>	<b>205</b>	<b>28,692</b>	<b>15,092</b>	<b>1,122,166</b>
<b>At 31 December 2020</b>											
Cost	78,861	1,035,923	174,774	-	156,164	37,825	172,679	1,851	51,678	15,092	1,724,847
Accumulated depreciation	-	(365,372)	(55,097)	-	-	(29,226)	(128,354)	(1,646)	(22,986)	-	(602,681)
<b>Carrying amount at end of year</b>	<b>78,861</b>	<b>670,551</b>	<b>119,677</b>	<b>-</b>	<b>156,164</b>	<b>8,599</b>	<b>44,325</b>	<b>205</b>	<b>28,692</b>	<b>15,092</b>	<b>1,122,166</b>
<b>At 1 January 2019</b>											
Cost	78,906	947,957	154,091	4,654	65,088	32,895	155,381	1,757	40,684	13,297	1,494,710
Accumulated depreciation	-	(303,009)	(42,007)	(2,009)	-	(20,615)	(101,780)	(1,314)	(14,164)	-	(484,898)
Carrying amount at start of year	78,906	644,948	112,084	2,645	65,088	12,280	53,601	443	26,520	13,297	1,009,812
<b>Year ended 31 December 2019</b>											
Additions	(44)	364	-	-	106,936	1,804	6,329	69	5,392	493	121,343
Cost of disposals	-	(26,955)	(927)	(4,654)	-	(418)	(2,628)	-	(80)	(3)	(35,665)
Accumulated depreciation on disposals	-	11,151	324	2,074	-	368	2,199	-	54	-	16,170
Transfers in/(out)	-	79,638	10,183	-	(93,699)	116	3,762	-	-	-	-
Depreciation and amortisation expense	-	(36,077)	(6,376)	(65)	-	(4,525)	(15,296)	(167)	(4,278)	-	(66,784)
Carrying amount at end of year	78,862	673,069	115,288	-	78,325	9,625	47,967	345	27,608	13,787	1,044,876
<b>At 31 December 2019</b>											
Cost	78,862	1,001,004	163,347	-	78,325	34,397	162,844	1,826	45,996	13,787	1,580,388
Accumulated depreciation	-	(327,935)	(48,059)	-	-	(24,772)	(114,877)	(1,481)	(18,388)	-	(535,512)
Carrying amount at end of year	78,862	673,069	115,288	-	78,325	9,625	47,967	345	27,608	13,787	1,044,876

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**14 PROPERTY, PLANT AND EQUIPMENT (continued)****(b) Right-of-use Assets**

In contracts where the University is a lessee, the University recognises a Right-of-use asset and a lease liability at the commencement date of the lease, unless the short-term or low-value exemption is applied.

A Right-of-use Asset is initially measured at cost comprising the initial measurement of the lease liability adjusted for any lease payments made before the commencement date (reduced by lease incentives received), plus initial direct costs incurred in obtaining the lease and an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Depreciation on Leased Assets is calculated on a straight-line basis from the lease terms. Lease terms are usually as follows:

- Buildings 3 to 20 years
- Computing equipment 3 to 5 years
- Motor vehicles 3 years

The University has elected to measure the leased assets arising under 'concessionary leases' at cost, in accordance with AASB16 paragraphs 23–25, which incorporates the amount of the initial measurement of the lease liability. The impact is immaterial.

Carrying amounts of leased assets at the beginning and end of the current financial year are set out below.

	Buildings		Network equipment		Motor vehicles		Total Right-of-use Assets	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>At 1 January</b>								
Cost	6,138	6,138	8,631	8,631	624	624	15,393	15,393
Accumulated depreciation	(1,119)	-	(2,671)	-	(125)	-	(3,915)	-
Carrying amount at start of year	5,019	6,138	5,960	8,631	499	624	11,478	15,393
<b>Year ended 31 December 2020</b>								
Additions	-	-	-	-	75	-	75	-
Cost of disposals	-	-	-	-	-	-	-	-
Accumulated depreciation on disposals	-	-	-	-	-	-	-	-
Transfers in/(out)	-	-	-	-	-	-	-	-
Depreciation and amortisation expense	(974)	(1,119)	(2,641)	(2,671)	(134)	(125)	(3,749)	(3,915)
<b>Carrying amount at end of year</b>	<b>4,045</b>	<b>5,019</b>	<b>3,319</b>	<b>5,960</b>	<b>440</b>	<b>499</b>	<b>7,804</b>	<b>11,478</b>
<b>At 31 December</b>								
- Cost	6,138	6,138	8,631	8,631	699	624	15,468	15,393
- Accumulated depreciation	(2,093)	(1,119)	(5,312)	(2,671)	(259)	(125)	(7,664)	(3,915)
<b>Carrying amount at end of year</b>	<b>4,045</b>	<b>5,019</b>	<b>3,319</b>	<b>5,960</b>	<b>440</b>	<b>499</b>	<b>7,804</b>	<b>11,478</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**14 PROPERTY, PLANT AND EQUIPMENT (continued)****(c) Service Concession Assets****ACCOUNTING POLICY**

In 2019, Curtin entered into an arrangement with the Live-in Learning Custodians Pty Ltd to operate its existing student accommodation and to construct and operate new student accommodation, self-contained apartments, short stay accommodation and commercial and retail space.

Buildings for the existing student accommodation were reclassified from "Owned Assets" to "Service Concession Assets" and were measured under AASB1059 based on the current replacement cost in accordance with AASB13 Fair Value Measurement. Subsequently, Service Concession Assets would be depreciated over the useful life of the component assets less any impairment.

The new student accommodation and self-contained apartments are recognised as "Service Concession Assets" (Work in Progress) during the period of construction.

Depreciation on Service Concession Assets is calculated on a straight line basis, based on the estimated remaining useful lives of the underlying assets:

- Existing student accommodation 35 years
- New student accommodation 50 years

Carrying amounts of Service Concession Assets at the end of the current financial year are set out below.

	Buildings		Work in progress		Total Service Concession Assets	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<b>At 1 January</b>						
Cost	18,468	-	20,563	-	39,031	-
Accumulated depreciation	(260)	-	-	-	(260)	-
Carrying amount at start of year	18,208	-	20,563	-	38,771	-
<b>Year ended 31 December 2020</b>						
Additions	-	18,468	66,525	20,563	66,525	39,031
Cost of disposals	-	-	-	-	-	-
Accumulated depreciation on disposals	-	-	-	-	-	-
Transfers in/(out)	-	-	-	-	-	-
Depreciation and amortisation expense	(520)	(260)	-	-	(520)	(260)
<b>Carrying amount at end of year</b>	<b>17,688</b>	<b>18,208</b>	<b>87,088</b>	<b>20,563</b>	<b>104,776</b>	<b>38,771</b>
<b>At 31 December</b>						
- Cost	18,468	18,468	87,088	20,563	105,556	39,031
- Accumulated depreciation	(780)	(260)	-	-	(780)	(260)
<b>Carrying amount at end of year</b>	<b>17,688</b>	<b>18,208</b>	<b>87,088</b>	<b>20,563</b>	<b>104,776</b>	<b>38,771</b>



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**15 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	2020 \$'000	2019 \$'000
<b>Current</b>			
Trade and Other Payables		32,508	26,105
<b>Non-Current</b>			
Trade and Other Payables		16,109	8,591
<b>Total Trade and Other Payables</b>		<b>48,617</b>	34,696

**16 FINANCIAL LIABILITIES - SERVICE CONCESSIONS****ACCOUNTING POLICY**

The value of Service Concession financial liabilities is calculated based on the net present value of the guaranteed revenue net of operating costs, using the project discount rate. Where the fair value of the asset is greater than the calculated financial liability, the balance is recognised as a non-financial liability. Where the fair value of the asset is lower than the calculated financial liability, the financial liability is capped at the fair value of the asset.

	Note	2020 \$'000	2019 \$'000
<b>Current</b>			
Financial Liabilities - Service Concessions		3,957	119
<b>Non-Current</b>			
Financial Liabilities - Service Concessions		100,646	38,880
<b>Total Financial Liabilities</b>		<b>104,603</b>	38,999

**17 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.

Income received in advance is recognised when the University has received amounts that do not yet meet revenue recognition requirements.

	Note	2020 \$'000	2019 \$'000
<b>Current</b>			
Income received in advance		138,423	122,802
Accrued expenses		29,142	20,871
Monies held on trust		69,858	79,849
<b>Total Current Other Liabilities</b>		<b>237,423</b>	223,522

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**18 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.

A lease liability is initially measured at the present value of unpaid lease payments at the commencement date of the lease. To calculate the present value, the unpaid lease payments are discounted using the interest rate implicit in the lease if the rate is readily determinable. If the interest rate implicit in the lease cannot be readily determined, the incremental borrowing rate at the commencement date of the lease is used.

	Note	2020 \$'000	2019 \$'000
<b>Current</b>			
Interest bearing Treasury loans		2,446	2,290
Lease liabilities		3,051	3,349
		<b>5,497</b>	5,639
<b>Non-Current</b>			
Interest bearing Treasury loans		24,855	27,301
Lease liabilities		5,413	8,394
		<b>30,268</b>	35,695
Total Treasury Loans		27,301	29,591
Total Lease Liabilities		8,464	11,743
<b>Total Borrowings</b>		<b>35,765</b>	41,334

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**18 BORROWINGS (continued)****(a) Treasury Loans**

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

	Average Interest rate	Maturity date	Principal outstanding	
			2020 \$'000	2019 \$'000
<b>Chemistry Centre of WA building</b>				
– monthly principal and fixed rate interest repayments	6.77%	01.07.2029	24,574	26,618
– monthly principal and fixed rate interest repayments	5.11%	01.07.2029	2,727	2,973
<b>Total Treasury Loans</b>			<b>27,301</b>	29,591

**Financing facilities available**

At reporting date, the following financing facilities had been negotiated and were available:

Total facilities:

– Treasury Loans 27,301 29,591

Facilities used at reporting date:

– Treasury Loans 27,301 29,591

Facilities unused at reporting date:

– Treasury Loans - -

**Assets pledged as security**

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

**Fair value**

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

	2020		2019	
	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000
<b>Chemistry Centre of WA building</b>				
– monthly principal and fixed rate interest repayments	24,574	31,373	26,618	33,424
– monthly principal and fixed rate interest repayments	2,727	3,267	2,973	3,481
<b>Total Treasury Loans</b>	<b>27,301</b>	<b>34,640</b>	29,591	36,905

The fair value of the loans have been prepared assuming hypothetical settlement dates of 31 December 2020 and 31 December 2019.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**18 BORROWINGS (continued)****(b) Lease Liabilities**

Maturity analysis on lease liabilities is disclosed as follows:

	2020 \$'000	2019 \$'000
<b>Maturity analysis – undiscounted contractual cash flows</b>		
Less than one year	3,491	3,914
One to five years	4,883	8,071
More than 5 years	1,417	1,697
<b>Total undiscounted contractual cash flows</b>	<b>9,791</b>	13,682



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**19 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 AASB119 "Employee Benefits". This is currently relevant to the Unisuper Defined Benefit scheme.

**Unfunded superannuation**

An arrangement exists between the Commonwealth Government and the University 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 2020

Note	2020 \$'000	2019 \$'000
<b>19 PROVISIONS (continued)</b>		
<b>Employee benefits provisions</b>		
<b>Current provisions expected to be settled within 12 months</b>		
Annual leave	17,304	19,248
Long service leave	20,087	19,288
Employment on-costs	6,634	7,250
Other General Provision <sup>1</sup>	498	1,690
Redundancy costs	6,837	4,875
Defined benefit obligation		
Deferred employee benefits for unfunded superannuation	4,316	4,548
Other University pension liabilities	90	88
	<b>55,766</b>	56,987
<b>Current provisions expected to be settled after more than 12 months</b>		
Annual leave	1,922	2,139
Long service leave	21,118	19,207
Employment on-costs	453	507
Redundancy costs	126	419
	<b>23,619</b>	22,272
<b>Total Current Provisions</b>	<b>79,385</b>	79,259
<b>Non-Current</b>		
<b>Employee benefits provisions</b>		
Long service leave	40,755	34,857
Employment on-costs	2,853	2,440
Defined benefit obligation		
Deferred employee benefits for unfunded superannuation	52,019	54,738
Other University pension liabilities	495	457
<b>Total Non-Current Provisions</b>	<b>96,122</b>	92,492
<b>Total Provisions</b>	<b>175,507</b>	171,751
<sup>1</sup> Represents long service leave payable to former employees		
<b>Movements in Other Provisions</b>		
Movements in each class of provision during the financial year, other than employee benefits, are set out below:		
<i>Employment on-costs provision</i>		
Balance at beginning of year	10,197	5,873
Addition/(reduction) in provisions recognised	3,148	7,143
Reduction arising from payments	(3,405)	(2,819)
Balance at end of year	<b>9,940</b>	10,197

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

	Note	2020 \$'000	2019 \$'000
<b>19 PROVISIONS (continued)</b>			
<i>Redundancy costs provision</i>			
Balance at beginning of year		5,294	8,911
Addition/(reduction) in provisions recognised		7,395	5,686
Reduction arising from payments		(5,726)	(9,303)
Balance at end of year		<b>6,963</b>	5,294
<b>20 EQUITY</b>			
In 2019 the University adopted Accounting Standards AASB15 and AASB1058 using the modified retrospective method of transition, with a date of initial application of 1 January 2019. In accordance with this approach, the University recognised the cumulative effect of applying these new standards as an adjustment to opening retained earnings at the date of initial application. Associated with adoption of these Accounting Standards, the Research grants reserve was transferred to retained earnings with effect from 1 January 2019.			
<b>(a) Research grants reserve</b>			
Balance at beginning of year		-	89,530
Transfer from retained earnings		-	-
Transfer to retained earnings		-	(89,530)
Balance at end of year		-	-
<b>(b) Retained earnings</b>			
Balance at beginning of year		1,399,974	1,301,286
Transfer to reserves		-	-
Transfer from reserves		-	89,530
Opening adjustment for prior year errors		-	(10,301)
Initial effect of adoption of Accounting Standards AASB15 and AASB1058		-	(62,595)
Current year result		(1,098)	82,054
Balance at end of year		<b>1,398,876</b>	1,399,974

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**21 FINANCIAL INSTRUMENTS****(a) FINANCIAL RISK MANAGEMENT**

Financial instruments held by the University are cash and cash equivalents, receivables, fair value through profit and loss 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. The University manages its borrowings in accordance with targeted interest rate, liquidity and debt portfolio maturity profiles. Notes 18 provides further detail.

This note 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 fair value through profit and loss investments whose underlying assets include some investments denominated in foreign currency which are unhedged.

At 31 December 2020, the University held no foreign currency forward exchange contracts (2019:nil).

**(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. This note 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 or lower, the net operating result would have been \$80.058 million (2019: \$83.205 million) higher or lower.

**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.

**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.



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**21 FINANCIAL INSTRUMENTS (continued)**

	Weighted Average Effective Interest Rate %	Non-interest bearing \$'000	Variable interest rate \$'000	Fixed interest rate \$'000	Total Carrying Amount \$'000	Maturity Profile			Foreign Exchange Risk Sensitivity <sup>2</sup>				Interest Rate Risk Sensitivity				Price Risk Sensitivity <sup>3</sup>				Credit Risk \$'000	
						Less than 1 year \$'000	1-5 years \$'000	More than 5 years \$'000	-10%		+10%		-200 bps		+200 bps		-15%		+15%			
									Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000	Net Result \$'000	Other Equity \$'000		
<b>2020</b>																						
<b>Financial Assets</b>																						
Cash and cash equivalents	0.48%	2	57,774	-	57,776	57,776	-	-	-	-	-	-	(3,114)	-	3,114	-	-	-	-	-	-	-
Receivables <sup>4</sup>	-	32,953	-	-	32,953	32,953	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32,953
Loans receivable	-	450	-	-	450	450	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	450
Term Deposits (non-cash)	0.61%	-	-	46,500	46,500	46,500	-	-	-	-	-	-	(930)	-	930	-	-	-	-	-	-	-
Unlisted securities (unrestricted)	-	57,683	-	-	57,683	-	57,683	-	-	-	-	-	-	-	-	-	(8,652)	-	8,652	-	-	-
Listed securities (unrestricted)	-	1,356	-	-	1,356	-	1,356	-	-	-	-	-	-	-	-	-	(203)	-	203	-	-	-
Funds under management (unrestricted) <sup>15</sup>	-	335,127	-	-	335,127	-	-	335,127	5,108	-	(5,108)	-	-	-	-	-	(50,269)	-	50,269	-	-	-
Funds under management (restricted) <sup>5</sup>	-	139,560	-	-	139,560	-	-	139,560	-	-	-	-	-	-	-	-	(20,934)	-	20,934	-	-	-
<b>Total Financial Assets</b>		<b>567,131</b>	<b>57,774</b>	<b>46,500</b>	<b>671,405</b>	<b>137,679</b>	<b>59,039</b>	<b>474,687</b>	<b>5,108</b>	<b>-</b>	<b>(5,108)</b>	<b>-</b>	<b>(4,044)</b>	<b>-</b>	<b>4,044</b>	<b>-</b>	<b>(80,058)</b>	<b>-</b>	<b>80,058</b>	<b>-</b>	<b>-</b>	<b>33,403</b>
<b>Financial Liabilities</b>																						
Payables	-	48,617	-	-	48,617	32,507	16,110	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Treasury Loans	6.60%	-	-	27,301	27,301	2,446	14,963	9,892	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	3.50%	-	-	8,464	8,464	3,051	4,077	1,336	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Liabilities - Service Concessions	7.52%	-	-	104,603	104,603	3,957	52,403	48,243	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Financial Liabilities</b>		<b>48,617</b>	<b>-</b>	<b>140,368</b>	<b>188,985</b>	<b>41,961</b>	<b>87,553</b>	<b>59,471</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2019</b>																						
<b>Financial Assets</b>																						
Cash and cash equivalents	1.60%	1	116,653	-	116,654	116,654	-	-	-	-	-	-	(3,465)	-	3,465	-	-	-	-	-	-	-
Receivables <sup>4</sup>	-	33,929	-	-	33,929	33,929	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	33,929
Loans receivable	-	450	-	-	450	450	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	450
Term Deposits (non-cash)	1.51%	-	-	16,000	16,000	16,000	-	-	-	-	-	-	(320)	-	320	-	-	-	-	-	-	-
Unlisted securities (unrestricted)	-	48,169	-	-	48,169	-	48,169	-	-	-	-	-	-	-	-	-	(7,225)	-	7,225	-	-	-
Listed securities (unrestricted)	-	1,443	-	-	1,443	-	1,443	-	-	-	-	-	-	-	-	-	(216)	-	216	-	-	-
Funds under management (unrestricted) <sup>15</sup>	-	373,573	-	-	373,573	-	-	373,573	7,564	-	(7,564)	-	-	-	-	-	(58,293)	-	58,293	-	-	-
Funds under management (restricted) <sup>5</sup>	-	131,519	-	-	131,519	-	-	131,519	-	-	-	-	-	-	-	-	(17,471)	-	17,471	-	-	-
<b>Total Financial Assets</b>		<b>589,084</b>	<b>116,653</b>	<b>16,000</b>	<b>721,737</b>	<b>167,033</b>	<b>49,612</b>	<b>505,092</b>	<b>7,564</b>	<b>-</b>	<b>(7,564)</b>	<b>-</b>	<b>(3,785)</b>	<b>-</b>	<b>3,785</b>	<b>-</b>	<b>(83,205)</b>	<b>-</b>	<b>83,205</b>	<b>-</b>	<b>-</b>	<b>34,379</b>
<b>Financial Liabilities</b>																						
Payables	-	34,696	-	-	34,696	26,105	8,591	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Treasury Loans	6.60%	-	-	29,591	29,591	2,290	14,010	13,291	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	3.50%	-	-	11,743	11,743	3,914	8,071	1,698	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Liabilities - Service Concessions	7.52%	-	-	38,999	38,999	119	21,135	17,745	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Financial Liabilities</b>		<b>34,696</b>	<b>-</b>	<b>80,333</b>	<b>115,029</b>	<b>32,428</b>	<b>51,807</b>	<b>32,734</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>1</sup> Funds under management mainly comprise investments in unit based funds. Credit risk exposure relates only to funds under management not in unit based funds.<sup>2</sup> A positive number indicates an increase in net operating result where the Australian dollar weakens against the foreign currency.<sup>3</sup> Net operating result would be affected if prices increased or decreased by 15% as gains or losses on Fair Value to Profit and Loss investments are recognised directly in net operating result.<sup>4</sup> This includes GST Receivable of \$4.348 million (2019: \$3.437 million).<sup>5</sup> Funds under management in unit based funds receive income by way of distributions and do not attract interest.**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**21 FINANCIAL INSTRUMENTS (continued)****(b) FAIR VALUE****Fair Value Measurements**

The fair values of financial assets and financial liabilities shown in Note 21 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.
- Funds under management and fair value of listed shares 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).
- 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 (2019: 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.

The fair value of lease liabilities is based on the present value of unpaid lease payments at the commencement date of the lease, using the weighted average incremental borrowing rate.

The fair value of Financial Liabilities - Service Concessions is based on the net present value of the guaranteed revenue net of operating costs, using the project discount rate.

**Fair Value Hierarchy**

	2020	2019	2020	2019	2020 Fair Value Hierarchy			2019 Fair Value Hierarchy		
	Carrying amount \$'000	Carrying amount \$'000	Fair value \$'000	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<b>Financial Assets</b>										
Cash and cash equivalents	57,776	116,654	57,776	116,654	-	-	-	-	-	-
Receivables	32,953	33,929	32,953	33,929	-	-	-	-	-	-
Loans advanced	450	450	442	442	-	-	-	-	-	-
Short Term Investments (restricted)	46,500	16,000	46,500	16,000	-	-	-	-	-	-
Unlisted securities (unrestricted)	57,683	48,169	57,683	48,169	-	29,272	28,411	-	29,246	18,923
Listed securities (unrestricted)	1,356	1,443	1,356	1,443	1,356	-	-	1,443	-	-
Funds under management (unrestricted)	335,127	373,573	335,127	373,573	335,127	-	-	373,573	-	-
Funds under management (restricted)	139,560	131,519	139,560	131,519	139,560	-	-	131,519	-	-
<b>Total Financial Assets</b>	<b>671,405</b>	<b>721,737</b>	<b>671,397</b>	<b>721,729</b>	<b>476,043</b>	<b>29,272</b>	<b>28,411</b>	<b>506,535</b>	<b>29,246</b>	<b>18,923</b>
<b>Financial Liabilities</b>										
Payables	48,617	34,696	48,617	34,696	-	-	-	-	-	-
Treasury Loans	27,301	29,591	34,640	36,905	34,640	-	-	36,905	-	-
Lease liabilities	8,464	11,743	8,464	11,743	-	-	-	-	-	-
Financial Liabilities	104,603	38,999	104,603	38,999	-	-	-	-	-	-
<b>Total Financial Liabilities</b>	<b>188,985</b>	<b>115,029</b>	<b>196,324</b>	<b>122,343</b>	<b>34,640</b>	<b>-</b>	<b>-</b>	<b>36,905</b>	<b>-</b>	<b>-</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**21 FINANCIAL INSTRUMENTS (continued)****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)**

	2020 \$'000	2019 \$'000
<b>Unlisted securities (unrestricted)</b>		
Opening Balance	18,923	3,187
Fair Value Movement through Profit and Loss	9,488	15,736
<b>Closing Balance</b>	<b>28,411</b>	<b>18,923</b>

The gain included in profit and loss relates to the revaluation of unlisted securities, determined by an independent valuer, based on observable inputs and an unobservable input (discount factor of 15%), and is reported within the University's net operating result.

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 net operating result of \$0.561 million (2019: \$1.124million) respectively.



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**22 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**

Ms Elisa Fear  
Mr Damian Gordon  
Mr Michael Lundberg

**Member who is the Vice-Chancellor**

Professor Deborah Terry, Vice-Chancellor  
(ceased 28 July 2020)

Professor John Cordery, Interim Vice-Chancellor  
(commenced 29 July 2020)

**Member elected by academic staff**

Professor Glennda Scully (ceased 10 December 2020)

**Member elected by general staff**

Ms Catherine Clark

**Co-opted Members**

Dr Terry Agnew  
Dr Andrew Crane, Chancellor  
Dr Vanessa Guthrie, Pro Chancellor  
Mr Steve Scudamore (ceased 31 March 2020)  
Mr David Southam (commenced 1 April 2020)  
Dr Katherine Stannage (commenced 1 April 2020)  
Ms Sue Wilson, Pro Chancellor (ceased 3 March 2020)

**Member who is the Chairperson of the Academic Board**

Professor Dale Pinto

**Members elected by students**

Ms Romana-Rea Begicević (postgraduate student ceased 31 March 2020)  
Ms May Majimbi (postgraduate student commenced 1 April 2020)  
Mr Chris Hall (undergraduate)

**Members elected by the graduates of the University**

Vacant

**(b) Other key management personnel**

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

Professor Jill Downie	Mr David Menarry
Ms Val Raubenheimer	Mr Marco Schultheis
Mr Ian Callahan	Professor Chris Moran
Professor Archie Clements	Professor Seth Kunin
Professor Nigel de Bussy	Professor John Evans
Professor Jeremy Kilburn	Professor Linley Lord
Mr Alistair Donald	Professor Michele Willson (commenced 29 July 2020)
Professor Lina Pelliccione	Professor Simon Leunig (commenced 20 January 2020)
Professor Alan Dench	

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**22 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)****(c) Remuneration of Members of the Accountable Authority and Senior Officers****Remuneration of Members of the Accountable Authority**

	2020 Number	2019 Number
Nil - \$10,000	5	3
\$10,001 - \$20,000	2	1
\$20,001 - \$30,000	3	3
\$30,001 - \$40,000	2	3
\$40,001 - \$50,000	-	1
\$50,001 - \$60,000	-	1
\$60,001 - \$70,000	-	1
\$70,001 - \$80,000	-	-
\$80,001 - \$90,000	1	1
\$90,001 - \$100,000	-	1
\$100,001 - \$110,000	-	-
\$110,001 - \$120,000	1	-
\$120,001 - \$130,000	-	1
\$130,001 - \$140,000	1	-
\$140,001 - \$150,000	1	-
\$150,001 - \$160,000	1	-
\$160,001 - \$170,000	1	-
\$170,001 - \$180,000	1	-
\$180,001 - \$190,000	-	1
\$190,001 - \$200,000	-	-
\$200,001 - \$210,000	-	-
\$210,001 - \$220,000	-	-
\$220,001 - \$230,000	-	-
\$230,001 - \$240,000	-	-
\$240,001 - \$250,000	-	-
\$250,001 - \$260,000	-	-
\$260,001 - \$270,000	-	-
\$270,001 - \$280,000	1	-
\$280,001 - \$290,000	-	1
\$290,001 - \$300,000	1	-
\$300,001 - \$310,000	1	-
\$310,001 - \$320,000	1	-
\$320,001 - \$330,000	1	-
\$330,001 - \$340,000	1	-
\$340,001 - \$350,000	1	-
\$350,001 - \$360,000	1	-
\$360,001 - \$370,000	1	-
\$370,001 - \$380,000	1	-
\$380,001 - \$390,000	1	-
\$390,001 - \$400,000	1	-
\$400,001 - \$410,000	1	-
\$410,001 - \$420,000	1	-
\$420,001 - \$430,000	1	-
\$430,001 - \$440,000	1	-
\$440,001 - \$450,000	1	-
\$450,001 - \$460,000	1	-
\$460,001 - \$470,000	1	-
\$470,001 - \$480,000	1	-
\$480,001 - \$490,000	1	-
\$490,001 - \$500,000	1	-
\$500,001 - \$510,000	1	-
\$510,001 - \$520,000	1	-
\$520,001 - \$530,000	1	-
\$530,001 - \$540,000	1	-
\$540,001 - \$550,000	1	-
\$550,001 - \$560,000	1	-
\$560,001 - \$570,000	1	-
\$570,001 - \$580,000	1	-
\$580,001 - \$590,000	1	-
\$590,001 - \$600,000	1	-
\$600,001 - \$610,000	1	-
\$610,001 - \$620,000	1	-
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\$640,001 - \$650,000	1	-
\$650,001 - \$660,000	1	-
\$660,001 - \$670,000	1	-
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\$680,001 - \$690,000	1	-
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\$700,001 - \$710,000	1	-
\$710,001 - \$720,000	1	-
\$720,001 - \$730,000	1	-
\$730,001 - \$740,000	1	-
\$740,001 - \$750,000	1	-
\$750,001 - \$760,000	1	-
\$760,001 - \$770,000	1	-
\$770,001 - \$780,000	1	-
\$780,001 - \$790,000	1	-
\$790,001 - \$800,000	1	-
\$800,001 - \$810,000	1	-
\$810,001 - \$820,000	1	-
\$820,001 - \$830,000	1	-
\$830,001 - \$840,000	1	-
\$840,001 - \$850,000	1	-
\$850,001 - \$860,000	1	-
\$860,001 - \$870,000	1	-
\$870,001 - \$880,000	1	-
\$880,001 - \$890,000	1	-
\$890,001 - \$900,000	1	-
\$900,001 - \$910,000	1	-
\$910,001 - \$920,000	1	-
\$920,001 - \$930,000	1	-
\$930,001 - \$940,000	1	-
\$940,001 - \$950,000	1	-
\$950,001 - \$960,000	1	-
\$960,001 - \$970,000	1	-
\$970,001 - \$980,000	1	-
\$980,001 - \$990,000	1	-
\$990,001 - \$1,000,000	-	1

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**22 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)****(c) Remuneration of Members of the Accountable Authority and Senior Officers****Remuneration of Senior Officers**

	2020 Number	2019 Number
\$40,001 - \$50,000	-	1
\$60,001 - \$70,000	1	-
\$150,001 - \$160,000	1	-
\$310,001 - \$320,000	1	2
\$320,001 - \$330,000	2	-
\$350,001 - \$360,000	1	1
\$360,001 - \$370,000	1	-
\$370,001 - \$380,000	-	1
\$380,001 - \$390,000	1	1
\$390,001 - \$400,000	1	1
\$400,001 - \$410,000	1	1
\$410,001 - \$420,000	1	3
\$420,001 - \$430,000	2	-
\$430,001 - \$440,000	1	1
\$440,001 - \$450,000	2	-
\$450,001 - \$460,000	-	1
\$480,001 - \$490,000	-	1
\$490,001 - \$500,000	1	-
\$500,001 - \$510,000	1	1
\$510,001 - \$520,000	-	1
\$600,001 - \$610,000	-	1

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**22 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)****(d) Key management personnel compensation**

Key management personnel comprises members of the Accountable Authority and Senior Officers.

	2020 \$'000	2019 \$'000
Short-term employee benefits	6,855	6,986
Post-employment benefits	749	764
Other long-term benefits	1,081	1,058
Termination benefits	310	-
<b>Total key management personnel compensation</b>	<b>8,995</b>	<b>8,808</b>

**23 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:

	2020 \$'000	2019 \$'000
<b>(a) Audit and review of the Financial Statements</b>		
Fees paid to the Office of the Auditor General	294	294
<b>(b) Other audit and assurance services<sup>1</sup></b>		
Fees paid to the Office of the Auditor General	39	14
Australian Government - Department of Agriculture	1	3
Casilli Holdings Pty Ltd	-	3
Independent Appraisal	1	1
SAI Global Limited	9	7
Avant Edge Consulting	26	24
<b>Total fees paid for other audit services</b>	<b>76</b>	<b>52</b>
<b>Total Remuneration of Auditors</b>	<b>370</b>	<b>346</b>

<sup>1</sup> Other audit and assurance services are related to compliance audits and research project audits.**24 RELATED PARTIES****(a) Key management personnel**

Disclosures relating to Members of the Accountable Authority and Senior Officers are set out in Note 22.

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 2020

**24 RELATED PARTIES (continued)****(b) Transactions with related parties**

The following transactions occurred with related parties:

Transaction Type	2020 \$'000	2019 \$'000
Purchases of goods and services		
- Curtin Student Guild	3,645	4,640
- Associates	16	-
Revenue for providing services		
- Curtin Student Guild	295	617
- Associates	312	1,268

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

Transaction Type	2020 \$'000	2019 \$'000
Receivable at 31 December		
- Curtin Student Guild	31	110
- Associates	-	-
Payable at 31 December		
- Curtin Student Guild	3	119

**(c) Loans to Associates**

Refer Note 25.

**25 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 2020 are listed below. Investments in associates have been recognised at fair value (refer Note 11). They have not been equity accounted for in the University's financial statements because they are not considered sufficiently material.

Name of entity	Country of incorporation	Carrying value of Investment		Equity holding	
		2020 \$'000	2019 \$'000	2020 %	2019 %
<b>Associates</b>					
Hyprfire Pty Ltd	Australia	-	-	26	-
Renergi Pty Ltd	Australia	1	1	48	48
REX Ortho Pty Ltd	Australia	-	-	36	36
<b>Loans to Associates</b>					
				2020 \$'000	2019 \$'000
Balance at beginning of year				450	450
Loans advanced				220	-
Loans repayment received				-	-
Loans impaired				(220)	-
Interest charged				-	-
Interest received				-	-
Balance at end of year				450	450

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**26 CONTINGENT LIABILITIES AND CONTINGENT ASSETS****(a) Contingent Liabilities**

The University recognises that there is uncertainty in the industrial relations environment with regard to the entitlements of casual employees, in particular as a potential consequence of the WorkPac Pty Ltd v Rossato [2020] FCAFC 84 legal case. Given that this case is still subject to appeal and that there may be legislative changes addressing its implications, at this time it is impracticable to measure the financial impact to the University of any potential unrecognised entitlements payable to casual employees.

**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.

**27 COMMITMENTS****(a) Capital commitments**

Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:

**Property, Plant and Equipment**

	2020 \$'000	2019 \$'000
Within one year	42,069	83,778
Between one and five years	-	24,749
Later than five years	-	-
<b>Total capital commitments</b>	<b>42,069</b>	<b>108,527</b>

**(b) Lease commitments****Short-term and low value pool leases**

Leases with a term of less than 12 months or where the underlying asset is determined to be of low value continue to be treated similarly to the previous treatment for operating leases.

Commitments for minimum lease payments in relation to Short-term and low value pool leases are payable as follows:

	2020 \$'000	2019 \$'000
Within one year	4,474	3,876
Between one and five years	3,555	3,886
Later than five years	-	-
<b>Total future minimum lease payments</b>	<b>8,029</b>	<b>7,762</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**27 COMMITMENTS (continued)**

	2020 \$'000	2019 \$'000
<b>(c) Other expenditure commitments</b>		
Commitments in relation to purchase orders are payable as follows:		
<b>Within one year</b>	<b>78,044</b>	25,274
Commitments in relation to outgoings for leased buildings are payable as follows:		
Within one year	525	525
Between one and five years	2,101	2,101
Later than five years	38,601	39,126
<b>Total future minimum payments</b>	<b>41,227</b>	41,752

All the above commitments are inclusive of GST where applicable.

**28 DISCONTINUED OPERATIONS**

There were no discontinued operations in 2020 and 2019.

**29 EVENTS OCCURRING AFTER REPORTING DATE**

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

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**30 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.

	2020 \$'000	2019 \$'000
<b>Reconciliation of the Present Value of the Defined Benefit Obligation</b>		
Present value of defined benefit obligations at beginning of the year	545	512
Current service cost	-	-
Interest cost	10	17
Actuarial loss/(gain)	125	109
Benefits paid	(95)	(93)
Present value of defined benefit obligations at end of the year	585	545
<b>Reconciliation of the Fair Value of Assets</b>		
Fair value of assets at beginning of the year	-	-
Employer contributions	95	93
Benefits paid	(95)	(93)
Fair value of assets at end of the year	-	-
<b>Reconciliation of the Assets and Liabilities Recognised in the Statement of Financial Position</b>		
Present value of defined benefit obligation	585	545
Fair value of assets	-	-
Net liability	585	545
<b>Liability recognised in the Statement of Financial Position as:</b>		
Current	90	88
Non-current	495	457
	585	545
<b>Expense Recognised in the Statement of Comprehensive Income</b>		
Interest cost	10	17
Actuarial loss/(gain)	125	109
Superannuation expense/(benefit)	135	126

**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 2020

**30 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 8.9 years (2019: 8.8 years).

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

	2020 \$'000	2019 \$'000
<b>Reconciliation of the present value of the defined benefit obligation</b>		
Present value of defined benefit obligations at beginning of the year	59,286	56,648
Current service cost	-	-
Interest cost	544	1,336
Actuarial loss/(gain) arising from changes in financial assumptions	1,869	5,327
Actuarial loss/(gain) arising from liability experience	(333)	1,053
Benefits paid	(5,031)	(5,078)
Present value of defined benefit obligations at end of the year	56,335	59,286
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).		
<b>Reconciliation of the fair value of Scheme assets</b>		
Fair value of scheme assets at beginning of the year	-	-
Employer contributions	5,031	5,078
Benefits paid	(5,031)	(5,078)
Fair value of Scheme assets at end of the year	-	-
<b>Reconciliation of the net liability recognised in the Statement of Financial Position</b>		
Present value of defined benefit obligations	56,335	59,286
Fair value of the Scheme assets	-	-
Net liability	56,335	59,286
Fair value of reimbursement rights	56,335	59,286
Total net liability/(asset) in the Statement of Financial Position	-	-
Present value of defined benefit obligations/reimbursement rights is recognised as:		
Current	4,316	4,548
Non-current	52,019	54,738
	56,335	59,286

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**30 DEFINED BENEFIT SUPERANNUATION PLANS (continued)**

	2020 \$'000	2019 \$'000
<b>Expense Recognised in the Statement of Comprehensive Income</b>		
Current service cost	-	-
Interest cost	544	1,336
Reimbursement rights adjustments	(252)	(1,067)
Deferred superannuation expense	292	269
<b>Actuarial loss/(gain) recognised in Other Comprehensive Income</b>		
Actuarial loss/(gain) arising from changes in financial assumptions	1,869	5,327
Actuarial loss/(gain) arising from liability experience	(333)	1,053
Reimbursement rights adjustments	(1,536)	(6,380)
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	2020	2019
Discount rate (active members)	0.96%	2.47%
Discount rate (pensioners)	0.96%	2.47%
Expected salary increase rate	2.00%	1.50%
Expected pension increase rate	2.00%	2.50%

The discount rate is based on the Government bond maturing in November 2029. The decrement rates used (eg 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 2020

**30 DEFINED BENEFIT SUPERANNUATION PLANS (continued)**

	2020 \$'000	2019 \$'000	2018 \$'000	2017 \$'000	2016 \$'000	2015 \$'000
<b>Historical Information</b>						
Present value of defined benefit obligation	56,335	59,286	56,648	62,003	61,574	64,569
Fair value of Scheme assets	-	-	-	-	-	-
Deficit in Scheme assets	56,335	59,286	56,648	62,003	61,574	64,569
Experience adjustments (gain)/loss - Scheme assets	-	-	-	-	-	-
Experience adjustments (gain)/loss - Scheme liabilities	(333)	1,053	(646)	2,936	(332)	(1,005)

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).

	2021 \$'000	2020 \$'000
<b>Expected Contributions</b>		
Expected employer contributions	4,743	5,093

**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 19).

An arrangement exists between the Australian Government and the University 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 10).

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 AASB119 - Employee Benefits. This is because, where there are or may be insufficient funds to provide benefits payable, the Trustee must reduce the benefits payable on a fair and equitable basis. The employer's legal or constructive obligation is limited to the amount that it agrees to contribute to the funds and the actuarial and investment risks rest with the employee.

**(d) Superannuation employer contributions**

Employer contributions for all superannuation plans of \$64.628 million (2019: \$62.993 million) were charged as an expense under employee benefits (refer Note 5) as they fell due.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**31 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE****(a) Education – CGS and Other Education Grants**

	Commonwealth Grants Scheme <sup>1</sup>		Indigenous Support Program		Disability Support Program		Partnership & Participation Program <sup>2</sup>		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in CASH during the reporting period	260,367	251,575	1,095	1,039	188	198	4,723	4,791	266,373	257,603
Net accrual adjustments	(2,375)	(267)	-	-	-	-	(464)	-	(2,839)	(267)
Revenue for the period	257,992	251,308	1,095	1,039	188	198	4,259	4,791	263,534	257,336
Surplus/(deficit) from the previous year	-	-	-	-	(931)	(914)	(14)	(6)	(945)	(920)
Total revenue including accrued revenue	257,992	251,308	1,095	1,039	(743)	(716)	4,245	4,785	262,589	256,416
Less expenses including accrued expenses	(257,992)	(251,308)	(1,095)	(1,039)	(134)	(215)	(4,296)	(4,799)	(263,517)	(257,361)
Surplus/(deficit) for reporting period	-	-	-	-	(877)	(931)	(51)	(14)	(928)	(945)

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

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

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**31 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)****(b) Higher Education Loan Programs (excl OS-HELP)**

	HECS-HELP		FEE-HELP <sup>3</sup>		SA-HELP		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in CASH during the reporting period	171,478	169,231	23,757	22,448	3,178	3,084	198,413	194,763
Net accrual adjustments	4,333	(1,025)	2,019	1,316	(980)	(188)	5,372	103
Revenue for the period	175,811	168,206	25,776	23,764	2,198	2,896	203,785	194,866
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	175,811	168,206	25,776	23,764	2,198	2,896	203,785	194,866
Less expenses including accrued expenses	(175,811)	(168,206)	(25,776)	(23,764)	(2,198)	(2,896)	(203,785)	(194,866)
Surplus/(deficit) for reporting period	-	-	-	-	-	-	-	-

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

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**31 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)****(c) (i) Research Training Program**

	Research Training Program <sup>4</sup>		Commonwealth Education Cost Scholarships <sup>5</sup>		Commonwealth Accommodation Scholarships <sup>5</sup>		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received/(refunded) in CASH during the reporting period	27,169	26,301	204	239	-	-	27,373	26,540
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	27,169	26,301	204	239	-	-	27,373	26,540
Surplus/(deficit) from the previous year	588	245	26	-	-	-	614	245
Total revenue including accrued revenue	27,757	26,546	230	239	-	-	27,987	26,785
Less expenses including accrued expenses	(26,791)	(25,958)	(204)	(213)	-	-	(26,995)	(26,171)
Surplus/(deficit) for reporting period	966	588	26	26	-	-	992	614

<sup>4</sup> The reported surplus for the Research Training Program of \$0.966 million for 2020 is expected to be rolled over for future use by the University.

<sup>5</sup> 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) Research Training Program expenditure**

Year Ended 31 December 2020	Domestic students \$'000	Overseas students \$'000	Total \$'000
Research Training Program Fees offsets	15,930	358	16,288
Research Training Program Stipends	6,920	2,049	8,969
Research Training Program Allowances	874	660	1,534
Total for all types of support	23,724	3,067	26,791



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**31 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)****(d) Research Support Program**

	Research Support Program			Total
	2020 \$'000	2019 \$'000	2020 \$'000	
Financial assistance received in CASH during the reporting period	20,843	20,355	20,843	20,355
Net accrual adjustments	-	-	-	-
Revenue for the period	20,843	20,355	20,843	20,355
Surplus/(deficit) from the previous year	-	-	-	-
Total revenue including accrued revenue	20,843	20,355	20,843	20,355
Less expenses including accrued expenses	(20,843)	(20,355)	(20,843)	(20,355)
Surplus/(deficit) for reporting period	-	-	-	-

**(e) Australian Research Council Grants****(i) Discovery**

	Projects <sup>1</sup>		Fellowships		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in CASH during the reporting period	6,809	7,308	4,555	4,209	11,364	11,517
Net accrual adjustments	4,949	7,490	(555)	(245)	4,394	7,245
Revenue for the period	11,758	14,798	4,000	3,964	15,758	18,762
Surplus/(deficit) from the previous year	7,584	1,174	3,818	4,187	11,402	5,361
Total revenue including accrued revenue	19,342	15,972	7,818	8,151	27,160	24,123
Less expenses including accrued expenses	(6,764)	(8,388)	(3,634)	(4,333)	(10,398)	(12,721)
Surplus/(deficit) for reporting period	12,578	7,584	4,184	3,818	16,762	11,402

<sup>1</sup>Includes Early Career Researcher Award.**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

**31 ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (continued)****(e) Australian Research Council Grants (continued)****(ii) Linkages**

	Infrastructure		Projects		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in CASH during the reporting period	1,480	2,243	2,791	3,572	4,271	5,815
Net accrual adjustments	(374)	(2,188)	292	(160)	(82)	(2,348)
Revenue for the period	1,106	55	3,083	3,412	4,189	3,467
Surplus/(deficit) from the previous year	(537)	(53)	(471)	410	(1,008)	357
Total revenue including accrued revenue	569	2	2,612	3,822	3,181	3,824
Less expenses including accrued expenses	(928)	(539)	(3,107)	(4,293)	(4,035)	(4,832)
Surplus/(deficit) for reporting period	(359)	(537)	(495)	(471)	(854)	(1,008)

**(iii) Centres**

	Centres		Other		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assistance received in CASH during the reporting period	990	1,277	98	73	1,088	1,350
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	990	1,277	98	73	1,088	1,350
Surplus/(deficit) from the previous year	891	587	15	(358)	906	229
Total revenue including accrued revenue	1,881	1,864	113	(285)	1,994	1,579
Less expenses including accrued expenses	(1,136)	(973)	(1)	300	(1,137)	(673)
Surplus/(deficit) for reporting period	745	891	112	15	857	906

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

for the year ended 31 December 2020

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

	2020 \$'000	2019 \$'000
<b>(f) OS-HELP</b>		
Cash received during the reporting period	5,038	2,993
Cash spent during the reporting period	(5,038)	(2,993)
Net cash received	-	-
Cash surplus/(deficit) from the previous period	-	-
Cash surplus/(deficit) for the reporting period	-	-
<b>(g) Higher Education Superannuation Program</b>		
Cash received during the reporting period	4,869	5,362
University contribution in respect of current employees	292	269
Cash available	5,161	5,631
Cash surplus/(deficit) from the previous period	442	305
Cash available for current period	5,603	5,936
Contributions to specified defined benefit funds	(5,561)	(5,494)
Cash surplus/(deficit) for the reporting period	42	442
<b>(h) Student Services and Amenities Fee</b>		
Unspent/(Overspent) revenue from previous period	164	(215)
SA-HELP revenue earned	2,198	2,896
Student Services and Amenities Fees direct from students	2,908	3,392
Total revenue expendable in period	5,270	6,073
Student Services expenses during period	(5,138)	(5,909)
Unspent/(Overspent) Student Services Revenue	132	164

**REPORT BY THE MEMBERS OF THE UNIVERSITY COUNCIL**

The members of the University Council present their report for the year ended 31 December 2020.

**MEMBERS**

The following persons were members of the Council of Curtin University during the year ended 31 December 2020:

**Members appointed by the Governor**

Ms Elisa Fear  
Mr Damian Gordon  
Mr Michael Lundberg

**Member who is the Vice-Chancellor**

Professor Deborah Terry AO, Vice-Chancellor (ceased 28 July 2020)  
Professor John Cordery, Interim Vice-Chancellor (commenced 29 July 2020)

**Members Elected by Academic Staff**

Professor Glenda Scully (ceased 10 December 2020)

**Members Elected by General Staff**

Ms Catherine Clark

**Co-opted Members**

Dr Terry Agnew  
Dr Andrew Crane, Chancellor  
Dr Vanessa Guthrie, Pro Chancellor  
Mr Steve Scudamore (ceased 31 March 2020)  
Mr David Southam (commenced 1 April 2020)  
Dr Katherine Stannage (commenced 1 April 2020)  
Ms Sue Wilson, Pro Chancellor (ceased 3 March 2020)

**Member who is the Chairperson of Academic Board**

Professor Dale Pinto

**Members Elected by Students**

Ms Romana-Rea Begicevic (postgraduate student - ceased 31 March 2020)  
Ms May Majimbi (postgraduate student - commenced 1 April 2020)  
Mr Chris Hall (undergraduate student)

**Members Elected by the graduates of the University**

Vacant

## 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 2020, and the number of meetings attended by each member were:

MEMBERS	COUNCIL MEETINGS <sup>1</sup>		MEETINGS OF COMMITTEES													
			AUDIT, RISK & COMPLIANCE		EXECUTIVE			FINANCE		LEGISLATIVE		NOMINATIONS		UNIVERSITY COUNCIL HEALTH AND SAFETY		
	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD		ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	ATTENDED	HELD	
Dr Terry Agnew <sup>10</sup>	8	8			7	9							2	4	4	4
Ms Romana-Rea Begicevic	1	3														
Dr Andrew Crane, Chancellor <sup>8</sup>	8	8			9	9							4	4		
Ms Catherine Clark	8	8													4	4
Professor John Cordery, Interim Vice-Chancellor <sup>9</sup>	3	3			4	4		3	3	1	1				2	2
Ms Elisa Fear <sup>8</sup>	8	8	4	4				2	2							
Ms Beth Gordon (co-opted) <sup>2</sup>								7	7							
Mr Damian Gordon <sup>2</sup>	8	8						7	7							
Dr Vanessa Guthrie, Pro Chancellor <sup>2</sup>	6	8			8	9		7	7				3	4	3	4
Mr Chris Hall	6	8													2	2
Mr Michael Lundberg	8	8								3	3					
Ms May Majimbi	4	5														
Mr Matt Mueller (co-opted)			3	3												
Prof Dale Pinto	8	8			9	9				3	3					
Ms Ann Robinson (co-opted)			5	6												
Mr Steve Scudamore <sup>3</sup>	3	3	2	2	2	2							2	2		
Prof Glenda Scully <sup>5</sup>	8	8						7	7							
Mr David Southam (co-opted) <sup>7</sup>			2	2												
Mr David Southam <sup>7</sup>	5	5	4	4	7	7							2	2		
Dr Katherine Stannage	5	5														
Prof Deborah Terry AO, Vice-Chancellor <sup>4</sup>	5	5			5	5		4	4	2	2				2	2
Mr Darren Weaver (co-opted) <sup>2</sup>								2	2							
Ms Sue Wilson, Pro Chancellor <sup>6</sup>	1	2	1	1	0	1							0	1		

<sup>1</sup> The number of meetings held represents the number of regular and special meetings held during the time a member was a member of the Council or a committee of Council during the year. The number of meetings held does not include matters considered by circular resolution by Council or respective committees of Council.

<sup>2</sup> Also a member of the Curtin University Foundation Board (commenced 20 August 2020)

<sup>3</sup> Also a member of the Kalgoorlie Campus Council (ceased 31 March 2020)

<sup>4</sup> Also a member of the Curtin University Foundation Board and Kalgoorlie Campus Council (ceased 28 July 2020)

<sup>5</sup> Also a member of the Curtin Foundation Board (commenced 20 August 2020 and ceased 10 December 2020)

<sup>6</sup> Also a member of the Curtin Foundation Board (ceased 3 March 2020)

<sup>7</sup> Also a co-opted member of the Audit, Risk and Compliance Committee and then appointed as a Council member from 1 April 2020.

<sup>8</sup> Also a member of the Curtin Foundation Board (ceased 19 August 2020)

<sup>9</sup> Also a member of the Curtin University Foundation Board and Kalgoorlie Campus Council (commenced 29 July 2020)

<sup>10</sup> Also a member of the Kalgoorlie Campus Council (commenced 1 April 2020)



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

### Principal activities

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

- (a) to provide courses of study appropriate to a university, and other tertiary courses;
- (b) to encourage and participate in the development and improvement of tertiary education whether on a full or part-time basis;
- (c) to provide such other courses as may be approved by the Council;
- (d) to undertake and support scholarship, pure and applied research, invention, innovation, education and consultancy, and to apply those matters to the advancement and application of knowledge -
  - (i) to the benefit of industry, business and government; and
  - (ii) to the benefit and wellbeing of the Western Australian, Australian and international communities;
- (e) to commercially develop or commercially use, for the University's benefit, any facility, resource or property (real or personal) of the University or in which the University has a right or interest (including, for example, study, research, knowledge and intellectual property and the practical application of study, research, knowledge and intellectual property), whether alone or with others;
- (f) to generate revenue for the purpose of funding the carrying out of its functions;
- (g) to foster the general welfare and development of its enrolled students;
- (h) subject to the Curtin University Act and the Statutes to make appropriate academic awards to enrolled students who have attained standards approved by the University in examinations and to other persons as prescribed;
- (i) to serve the Western Australian, Australian and international communities and the public interest by -
  - (i) enriching cultural and community life; and
  - (ii) raising public awareness of educational, scientific and artistic developments; and
  - (iii) promoting critical and free enquiry, informed intellectual discussion and public debate within the University and in the wider society;
- (j) to provide such facilities relating to the foregoing functions as the Council thinks necessary or conducive for their attainment.

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 2020 was -\$1.098 million (2019: \$82.054 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
- Report on Performance

### 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 other events have occurred since balance date that are likely to have a material impact on the financial report of the University.

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

### Likely developments and expected results of operations

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

### Environmental regulation

The members of the University Council are not aware of any material 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 and 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, which includes Supplementary Legal Expenses Cover, through contracts with external insurance providers.

The cover applies to members of Council and Officers of the University.

### Proceedings on behalf of and against Curtin University

No major legal proceedings have been initiated by or against the University

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



**Dr Andrew Crane**

Chancellor

Curtin University, Bentley, Perth, WA

Dated this 17th day of March 2021

### 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 2020.



**Dr Andrew Crane**  
Chancellor



**Professor John Cordery**  
Interim Vice-Chancellor

On behalf of the University Council Dated this 17th day of March 2021

## Introduction

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; 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 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 Curtin's Strategic Plan (2017–2022). 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

<b>1. Student Demand and Quality</b>	1.1	Curtin market share of WA university students – total commencements, Tertiary Institutions Service Centre (TISC) first preferences and commencements with ATAR $\geq 95$
<b>2. Student Experience</b>	2.1	Student satisfaction (SES) – undergraduate students
	2.2	Retention rate – undergraduate students
<b>3. Graduate Outcomes</b>	3.1	Domestic graduate employment rates
<b>4. Student Equity</b>	4.1	Percentage of total domestic enrolments – regional and remote students
	4.2	Total enrolments – Aboriginal and Torres Strait Islander students

#### Research and Innovation

<b>5. Research Performance</b>	5.1	Publications per Research Only/Teaching and Research staff FTE
	5.2	Total research income (Category 1 – 4)
	5.3	Completion numbers – Higher Degree by Research (HDR) students

#### Engagement and Impact

<b>6. Industry Engagement</b>	6.1	Category 3 and 4 industry income and industry scholarships
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#### People and Culture

<b>7. Staff Engagement</b>	7.1	Staff engagement survey results
<b>8. Diversity and Equity</b>	8.1	Number of Aboriginal and Torres Strait Islander staff and internships
	8.2	Staff gender balance

#### Global Positioning

<b>9. International Reputation</b>	9.1	International co-authorship
	9.2	ARWU ranking

#### Sustainable Future

<b>10. Financial Sustainability</b>	10.1	Teaching and Learning (T&L) expenditure per EFTSL
	10.2	Revenue from non-Commonwealth sources

## 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 (above 95) Australian Tertiary Admission Rank (ATAR) 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 $\geq 95$

**Classification:** Effectiveness measure

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

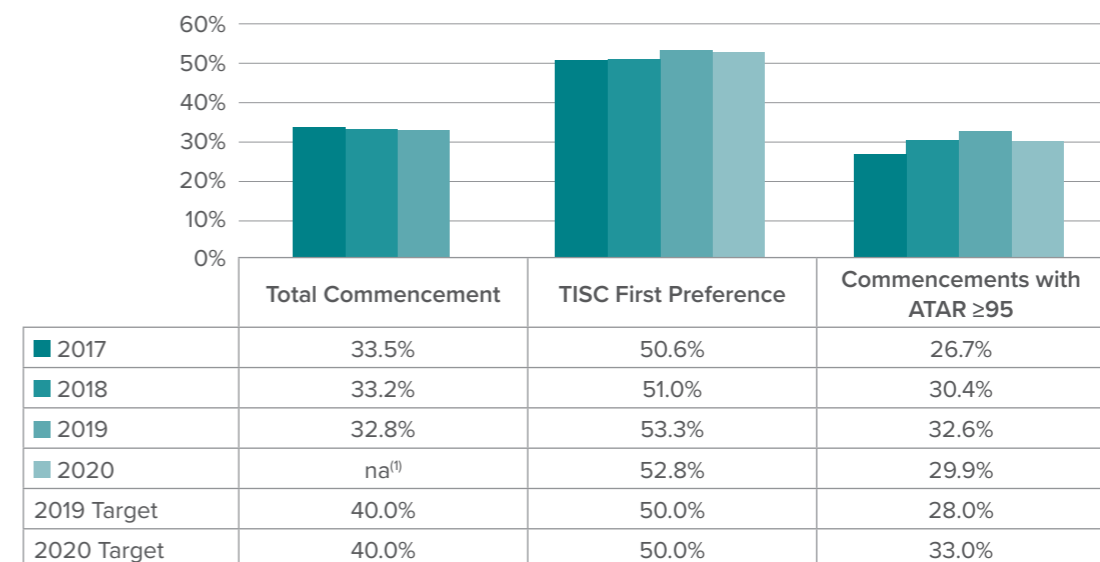
**Total Commencements** is the per cent of all commencing students (undergraduate, postgraduate and others) enrolled at one of the five universities in Western Australia as measured with data published by the Department of Education, Skills and Employment (DESE), Canberra.

**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  $\geq 95$**  is the per cent of TISC and non-TISC (UND) applicants with a high ATAR score ( $\geq 95$ ) who enrolled at one of the five universities in Western Australia. An imputed enrolment of high ATAR students is calculated for the UND based on the TISC application data.

The TISC First Preferences outcome was above the target in 2020; however there was a decline in Commencements with ATAR  $\geq 95$  which remained below the target of 33.0 per cent. Total Commencement data 2020 is currently unavailable from the DESE.

### Curtin market share of WA university students



Data source: 2017–2019 Total Commencements data, DESE; 2017–2020 TISC First Preferences and Commencements with ATAR  $\geq 95$ , Curtin's internal systems.

Notes:

(1) Total Commencements data for 2020 is not yet available due to timing of data collection and release by DESE.



## 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 for 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

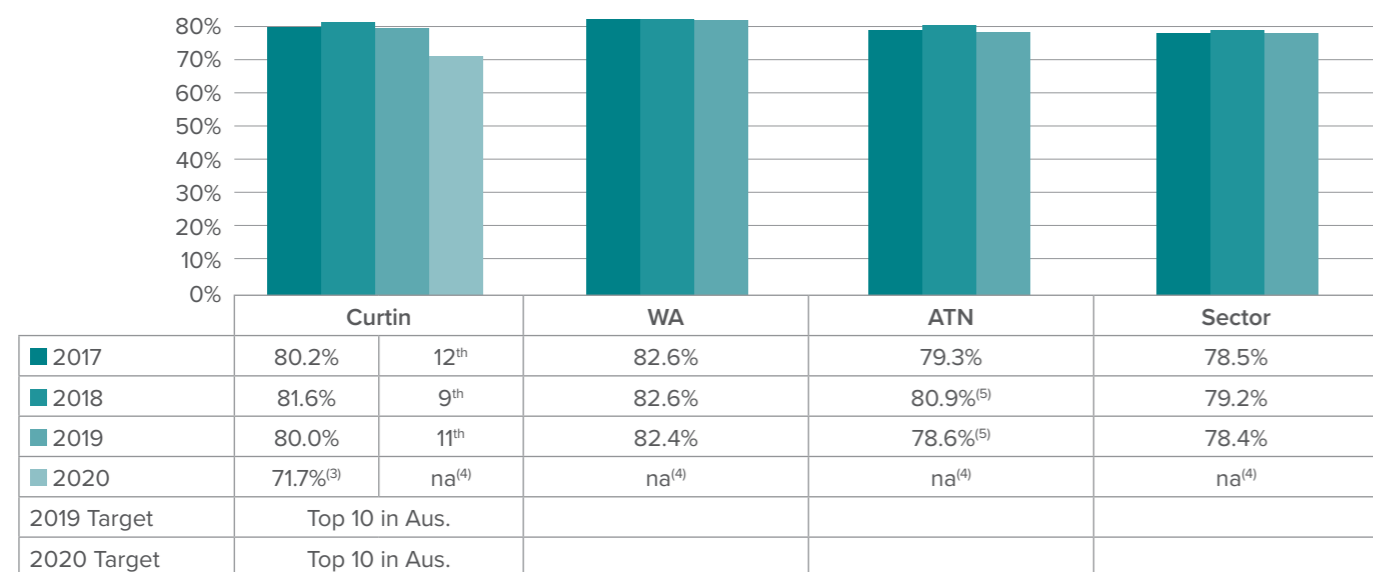
**Classification:** Effectiveness measure

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

The Social Research Centre (SRC)<sup>1</sup> collects SES information from first year and final year onshore undergraduates on their student experience. In 2018, 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’<sup>2</sup>.

The quality of Curtin’s educational experience has remained stable and well above ATN and Sector averages until 2019. Significant disruption and learning challenges associated with COVID-19 pandemic has had a considerable effect on 2020 student satisfaction. The 2020 national data is not yet available.

### Student Satisfaction (SES) – Undergraduate Students



Data source: 2017–2020 Curtin data, Curtin Tableau Report prepared and issued by the SRC; 2017–2019 WA, ATN and 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) The Social Research Centre is an external organisation who provide the Australian social research community with access to research services (<https://www.srcentre.com.au/>).
- (2) The survey categories include: Excellent; Good; Fair; and Poor.
- (3) In 2020 the number of domestic Curtin survey respondents was 7,195, domestic Curtin graduate population size was 16,698, and the response rate was 43.1 per cent. The margin of error was +/- .87 per cent at a 95 per cent confidence level.
- (4) Benchmark data for 2020 is not yet available due to timing of data collection and release by the SRC.
- (5) From 2018 onwards the ATN data excludes Queensland University of Technology (QUT) (QUT left the ATN in September 2018).

## Learning and Student Experience (continued)

### Key Performance Indicator: 2.2 Retention rate – undergraduate students

**Classification:** Effectiveness measure

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

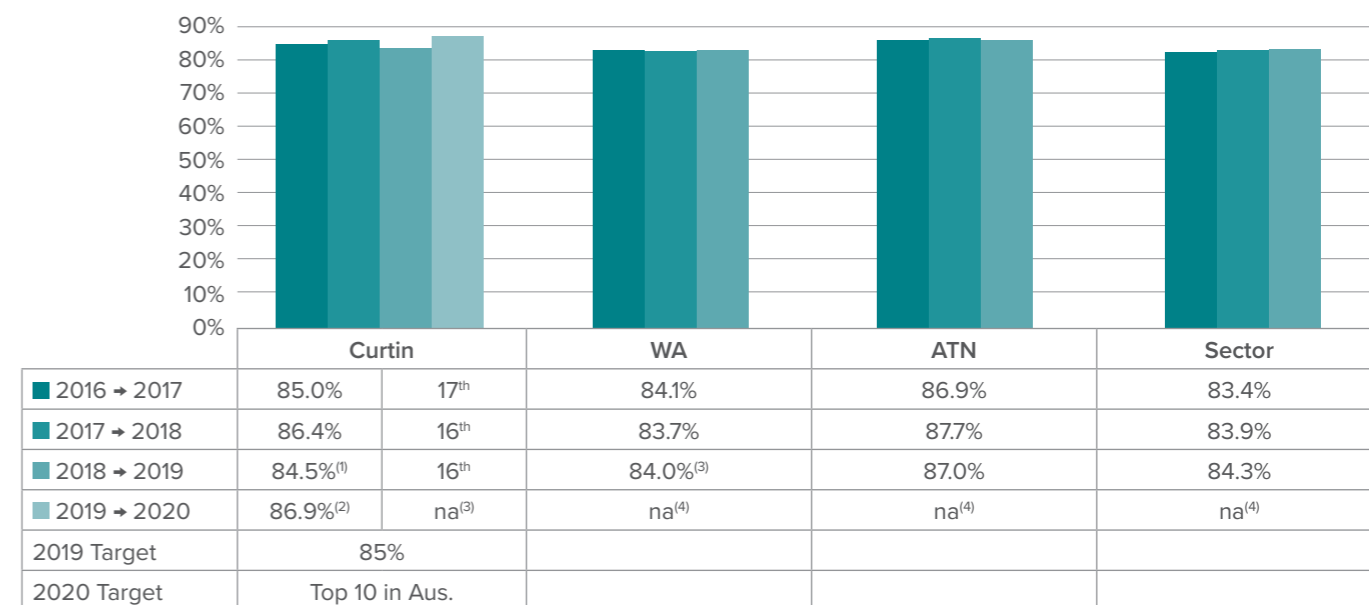
Minimising the attrition of students, as measured through student retention, allows the University to optimise its student load and revenue base, and ensures students can fulfil their ambitions to obtain a university qualification.

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 is reported with a one year lag and benchmark retention data is available only up to 2019. 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 is calculated based on the student commencement cohort year (year 1) and those students retained in the following year (year 2).

The retention rate of undergraduate students continues to improve. Historically, despite ranking below target, benchmarking shows that Curtin has typically performed above the WA and Sector averages. The 2020 benchmark data is not yet available.

### Retention Rate – Undergraduate Students



Data source: 2016–2019 Retention data, DESE; Curtin’s internal systems.

Notes:

- (1) The 2018->2019 metric has been restated due to an internal measure being used as an interim proxy.
- (2) The 2019->2020 percentage is derived using Curtin’s internal systems and may be restated in the following year once the DESE publish the final outcome.
- (3) From 2018->2019 QUT will be excluded from ATN data (QUT left the ATN in September 2018).
- (4) Benchmark data for 2019->2020 is not available due to timing of data collection and release by DESE.

## Learning and Student Experience (continued)

### Outcome Component: 3. Graduate Outcomes

Curtin aspires to have the highest graduate employment rates in WA. The vision for Learning and Student Experience is to lead in education innovation and prepare graduates with the skills needed for the future of work and those in demand by employers. The employment rate of graduates indicates the level to which Curtin graduates are career-ready and sought after by employers. 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

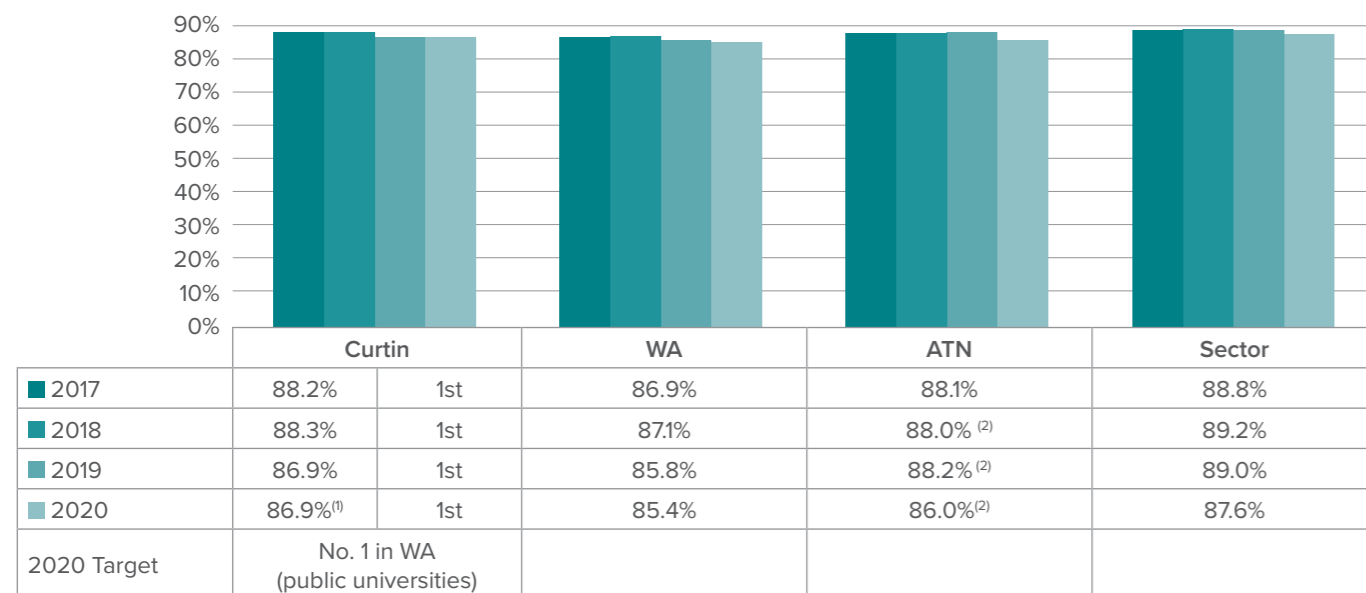
**Classification:** Effectiveness measure

**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 DESE, which collects information on graduates' labour market outcomes and further study activities. 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 2020, domestic graduate employment rate remained the same as 2019 and the target to be number 1 in WA for graduate employment rates was achieved, with Curtin being ranked as the top public university in WA for domestic graduate employment rates.

### Domestic Graduate Employment Rates



Data source: 2017–2020 Curtin, WA, ATN and Sector data, Curtin UA GOS Tableau Report prepared and issued by the SRC.

Notes:

- (1) In 2020 the number of domestic Curtin survey respondents was 2,547, domestic Curtin graduate population size was 5,676 and the response rate was 44.9 per cent. The margin of error was +/-1.44 per cent at a 95 per cent confidence level.
- (2) From 2018 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018).

## 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 Aboriginal and Torres Strait Islander (ATSI) and those from regional or remote communities.

Market and economic conditions impact the ability for regional and remote students to attend university and will be reflected in the results.

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

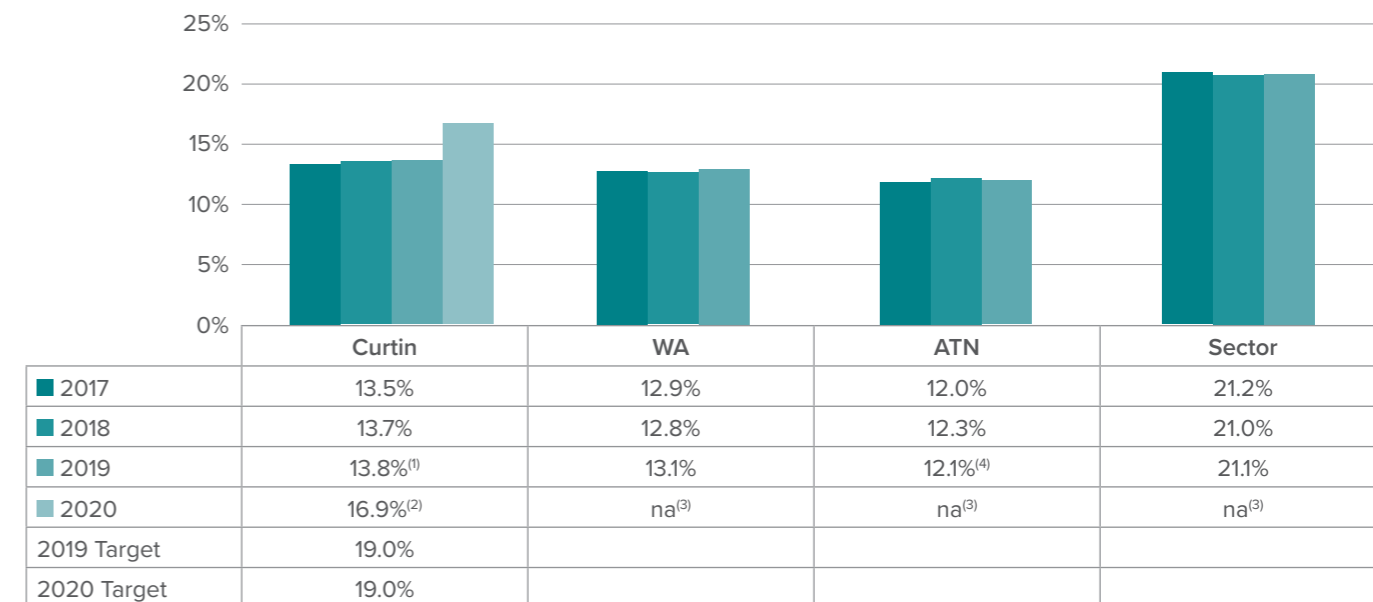
**Classification:** Effectiveness measure

**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.

2020 performance was below target; however the measure has significantly improved from 2017 from 13.5 per cent to 16.9 per cent, demonstrating the impact of Curtin's programs on attracting regional and remote students. Historical benchmarking shows that Curtin has typically performed above the WA and ATN averages.

### Percentage of Total Domestic Enrolments – Regional and Remote Students



Data source: 2017–2019 Equity groups data, DESE; Curtin's internal systems.

Notes:

- (1) The 2019 metric has been restated due to an internal measure being used as an interim proxy.
- (2) The 2020 percentage is derived using Curtin's internal systems and may be restated in the following year once the DESE publish the final outcome.
- (3) Benchmark data for 2020 is not available due to timing of data collection and release by DESE.
- (4) 2019 excludes QUT from ATN data (QUT left the ATN in September 2018).

## Learning and Student Experience (continued)

### Key Performance Indicator: 4.2 Total enrolments – Aboriginal and Torres Strait Islander (ATSI) students

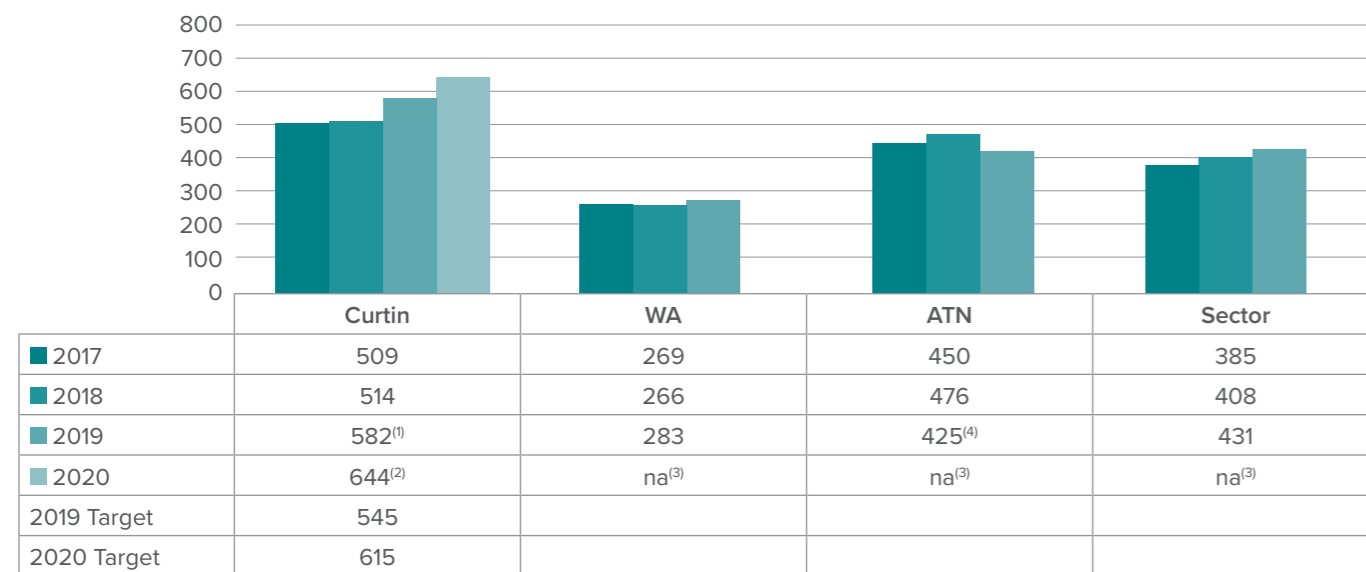
**Classification:** Effectiveness measure

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

This measure includes all ATSI students enrolled at Curtin, both undergraduate and postgraduate.

In 2020, the University achieved a significant increase in its overall ATSI enrolment numbers from 2019, which was well above the target. Historical trends show that Curtin has been performing well above WA, ATN and sector averages for this measure.

### Total Enrolments – Aboriginal and Torres Strait Islander students



Data source: 2017–2019 ATSI student data, DESE; Curtin’s internal systems.

Notes:

- (1) The 2019 metric has been restated due to an internal measure being used as an interim proxy.
- (2) The 2020 figure is derived using Curtin’s internal systems and may be restated in the following year once the DESE publish the final outcome.
- (3) Benchmark data for 2020 is not available due to timing of data collection and release by DESE.
- (4) 2019 excludes QUT from ATN data (QUT left the ATN in September 2018).

## Research and Innovation

### Outcome Component: 5. Research Performance

To be a leading international university, Curtin must have strong research capability and 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 and Research staff FTE

**Classification:** Efficiency measure

**Benchmark gauge:** ATN universities and the Higher Education sector.

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.

Publication output per research staff FTE has grown steadily since 2017. Historical trends show that Curtin is tracking above ATN and sector averages. The University’s steady growth can be attributed to alignment with Curtin’s strategic direction in research, which include a stronger focus on encouraging and supporting quality research outputs. This has resulted in steady growth in scholarly journal articles over the last five years. Due to a one-year data lag, data is only available up to 2019.

### Publications per Research Staff FTE

	2017	2018	2019	2020	2019 Target	2020 Target
Curtin	4.1	4.4	5.3	na <sup>(2)</sup>	3.9	4.5
Average ATN Universities	3	3.2	3.7 <sup>(1)</sup>	na <sup>(2)</sup>		
Average Sector	2.6	2.7	3	na <sup>(2)</sup>		

Data source: 2017–2019 Publications InCites dataset, Web of Science schema; 2017–2019 Staff FTE data, DESE.

\* InCites is an external tool which collates comprehensive citation data and is used to measure Curtin performance against other institutions.

Notes:

- (1) 2019 excludes QUT from ATN data (QUT left the ATN in September 2018).
- (2) 2020 is not yet available due to timing of data collection.



## Research and Innovation (continued)

### Key Performance Indicator: 5.2 Total research income (Category 1 – 4)

**Classification:** Effectiveness measure

**Benchmark gauge:** ATN universities and the Higher Education sector.

Research and development (R&D) income is an indicator of the University’s effectiveness in attracting research funding in a competitive environment and provides a proxy measure for national and international research reputation. Success in attaining external funding to support the University’s research is a qualitative measure of achievement. R&D income consists of four Higher Education Research Data Collection (HERDC) categories:

- Category 1 – Australian Competitive Grant R&D Income
- Category 2 – Other Public Sector R&D Income
- Category 3 – Industry and Other R&D Income
- Category 4 – Cooperative Research Centre (CRC) R&D 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 2019. Curtin’s research income continues to grow and in 2019, the University exceeded its target of \$100.0m by achieving \$109.1m and is above the ATN and on par with sector average. Curtin also improved its Australian rank and is ranked number 10 for research income in 2019.

### Total Research Income (HERDC Category 1–4)

	2017	2018	2019	2020	2019 Target	2020 Target
<b>Curtin</b>	\$95.4m	\$93.5m	\$109.1m	na <sup>(2)</sup>	\$100.0m	\$100.0m
<b>Average ATN Universities</b>	\$78.3m	\$79.9m	\$85.9m <sup>(1)</sup>	na <sup>(2)</sup>		
<b>Average Sector</b>	\$93.9m	\$99.3m	\$109.1m	na <sup>(2)</sup>		
<b>All Australian Rank</b>	12	12	10	na <sup>(2)</sup>		

Data source: 2017–2019 Research income data, DESE.

Notes:

(1) 2019 excludes QUT from ATN data (QUT left the ATN in September 2018).

(2) Data for 2020 is not available due to timing of data collection and release by DESE.

## Research and Innovation (continued)

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

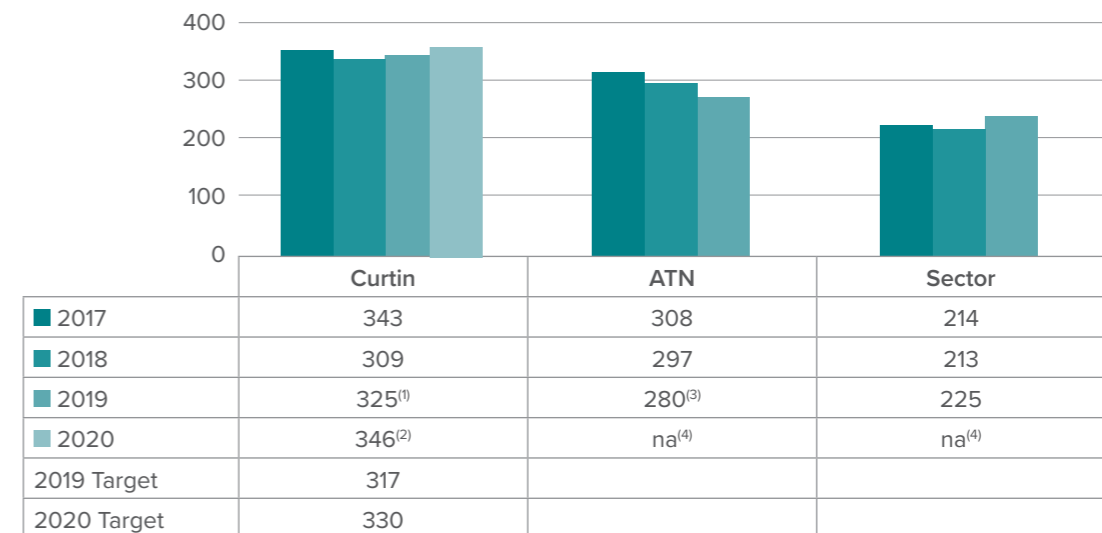
**Classification:** Effectiveness measure

**Benchmark gauge:** ATN universities and the Higher Education sector.

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.

Curtin had 346 HDR completions in 2020 compared to a target of 330, achieving a 6 per cent increase from 2019. Benchmark data for 2020 is not yet available; however historical trends show that Curtin is typically ahead of ATN and sector averages for HDR completion numbers.

### Completion Numbers – HDR Students



Data source: 2017–2019 Award course completions data, DESE; Curtin’s internal systems.

Notes:

(1) The 2019 metric has been restated due to an internal measure being used as an interim proxy.

(2) The 2020 figure is derived using Curtin’s internal systems and may be restated in the following year once the DESE publish the final outcome. Data shows headcount.

(3) 2019 excludes QUT from ATN data (QUT left the ATN in September 2018).

(4) Benchmark data for 2020 is not available due to timing of data collection and release by DESE.

## 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 and also provide vital access to work experience opportunities and industry mentors, thereby improving the overall educational experience.

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

**Classification:** Effectiveness measure

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

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 2019. Curtin did not achieve its 2019 target due to subdued growth in industry income and also a significant reduction in scholarships income as a result of cessation of certain scholarships agreements with key industry partners. Subdued growth is expected in 2020 as a result of COVID-19 impacts.

### Industry Income (Category 3-4) and Industry Scholarships

	2017	2018	2019	2020	2019 Target	2020 Target
Industry Income (Category 3-4) and Industry Scholarships	\$38.7m	\$31.2m	\$31.5m	na <sup>(1)</sup>	\$40.0m	\$40.0m

Data source: 2017–2019 Research income data, DESE; 2017–2019 Scholarship data Curtin's internal systems.

Notes:

(1) 2020 Research income data is unavailable due to timing of data collection and release by DESE.

## People and Culture

### Outcome Component: 7. Staff Engagement

During 2018, a decision was made to redesign the approach and develop an in-house staff survey. The previous YourVoice survey was administered by an outsourced external provider.

The new staff engagement survey was developed in July 2019 to replace the existing YourVoice survey. The new survey measures overall satisfaction and the level of staff engagement, an outcome component of the 2017–2022 Strategic Plan.

#### Key Performance Indicator: 7.1 Staff engagement survey results

**Classification:** Effectiveness measure

**Benchmark gauge:** Not applicable

**This staff engagement survey is expected to be conducted annually.**

### Staff Engagement Survey Results

2020 staff engagement survey results show an improvement against 2019 outcomes, with 73.1 per cent of staff indicating that they are overall satisfied compared to 72.9 per cent in 2019. Whilst below the target of 75.0 per cent, the result shows positive improvement.

	2017	2018	2019	2020	2020 Target
Overall Staff Satisfaction	77.5% <sup>(1)</sup>	na <sup>(2)</sup>	72.9% <sup>(3)</sup>	73.1%	75.0%

Data source: Data compiled by the Office of Strategy and Planning.

Notes:

(1) 2017 data, YourVoice survey.

(2) Previous survey was conducted biennial and no survey was conducted in 2018.

(3) 2019-2020 staff engagement survey results are collected using Curtin's internal systems and includes all Australian campuses. In 2020 the number of Curtin staff survey respondents excluding sessionals and casuals was 2,336, and the response rate was 65 per cent. The margin of error was 1.20 per cent at a 95 per cent confidence level.

## People and Culture (continued)

### Outcome Component: 8. Diversity and Equity

An increased number of ATSI people in the workforce is a key objective of the University and aligns to the Curtin Reconciliation and Action Plan.

Increased participation of women in the workforce is part of the University's Equal Employment Opportunity Management Plan.

#### Key Performance Indicator: 8.1 Number of Aboriginal and Torres Strait Islander staff and internships

**Classification:** Effectiveness measure

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

ATSI staff include Continuing/Fixed Term and Sessional/Casual staff. Internships includes ATSI students undertaking casual employment through Curtin's "Earn While You Learn" program and "ATSI Student Placement Program."

Building on the success of 2019, Curtin performed well in 2020 with 148 ATSI staff and interns, which was slightly below the target of 150 for 2020. Despite recruitment challenges as a result of COVID-19, the ATSI staff numbers reflect a continued focus for the University.

#### Number of Aboriginal and Torres Strait Islander Staff and Interns

	2017	2018	2019	2020	2020 Target
ATSI Staff and Interns <sup>(1)</sup>	106	116	145	148	150

Data source: 2017–2020 ATSI staff and interns data is derived from Curtin's internal systems.

Notes:

(1) Includes continuing, fixed term, sessional and casual staff.

## 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 women (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 women in ALE positions has improved and achieved the 2020 target; however Professional HEW ≥ 10 was relatively stable from 2019 and remains below the target. Curtin is currently below the ATN and sector averages and strategies are in place to support Curtin achieving the longer term targets. A focus on academic promotion and career development and succession planning is expected to have a positive impact on the representation of women across Professional HEW ≥10 and ALE positions.

#### Women in Professional HEW ≥10 Positions

	2017	2018	2019	2020	2020 Target
Curtin	38.6%	36.8%	44.7%	44.4%	48.0%-52.0%
ATN Average	51.5%	51.5%	51.3% <sup>(1)</sup>	54.5% <sup>(1)</sup>	
Sector Average	50.6%	51.5%	52.7%	53.3%	

#### Women in Academic Level E Positions

	2017	2018	2019	2020	2020 Target
Curtin	19.3%	25.1%	26.9%	29.9%	29.0%
ATN Average	27.7%	29.5%	30.8% <sup>(1)</sup>	31.9% <sup>(1)</sup>	
Sector Average	27.2%	28.2%	29.4%	30.5%	

Data source 2017-2020 data, Australian Higher Education Industrial Association (AHEIA).

Notes:

(1) 2019 and 2020 excludes QUT from ATN data (QUT left the ATN in September 2018).



## 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:** Comparison of Curtin's percentage of international co-authorship against previous years reflects the level of international engagement of staff with peers overseas. The data was previously sourced from the University's research information management system "Elements" and is now being sourced from an external data source, InCites.

The measure details the percentage of total research publications ("Article" or "Review") which have at least one co-author with an international-only affiliation on the publication. The data and percentage of international co-authorship is sourced from the InCites dataset (Web of Science schema).

Curtin has exceeded its target of 45.0 per cent for 2019 with the percentage of international co-authorship reaching 61.3 per cent.

### International Co-Authorship

	2018	2019	2020	2019 Target	2020 Target
% International Co-authorship	61%	65%	na <sup>(1)</sup>	45%	50%

Data source: 2019 Publications, InCites dataset, Web of Science schema.

Notes:

(1) 2020 is not yet available due to timing of data collection.

### 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 1,800 universities are ranked by ARWU and the top 1,000 are published on the web. Rise in rank indicates the progress of Curtin in attaining leadership in research and education.

Curtin's performance in the ARWU ranking has remained relatively stable, with Curtin remaining at an estimated ranking of 9 nationally and improving slightly to an estimated 211 globally.

### ARWU Ranking

	2017	2018	2019	2020	2020 Target
World Rank	151-200	151-200	201-300	201-300	Maintain/improve top 200 position
Estimated World Rank	180	181	212	211	
National Rank	9-10	9	9-15	9-15	Maintain top 10 position
Estimated National Rank	9	9	9	9	

Data source: 2017–2020 ARWU ranking data, ShanghaiRanking Consultancy; 2017–2020 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)

**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.

Due to the changing nature of business models for course delivery, e.g. increased online offerings, a target for this measure has not been set.

### Teaching and Learning Expenditure per EFTSL

	2017	2018	2019	2020
T&L Expenditure (\$'000)	\$627,788	\$586,378	\$644,087	\$638,181
EFTSL	36,676	36,842	37,424	37,776
T&L Expenditure per EFTSL	\$17,117	\$15,916	\$17,211	\$16,894

Data source: 2017–2020 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 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. There has been a decrease in the percentage of non-Commonwealth revenue for 2020, which can be attributed to a change in investment revenue.

### Revenue from Non-Commonwealth Sources

	2017	2018	2019	2020	2019 Target	2020 Target
Non-Commonwealth Sources	42.4%	42.3%	39.4%	37.9%	44.0%	44.0%

Data source: 2017–2020 data, Curtin's internal systems.

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