

## REPORT ON OPERATIONS

### GOVERNANCE OF THE UNIVERSITY

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

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

Council met on eight occasions during 2011 under the chairmanship of its Chancellor, Dr Jim Gill AO. In addition, a strategic planning day involving members of Council and senior executive managers was held in August 2011.

Key governance-related activities considered by Council in 2011 included:

- review of the role and function of the Academic Board and its sub-committees, including approval of revised Rule No. 1 made pursuant to Statute 21 – Academic Board Constitution
- approval of amendments to the Land and Traffic By-Laws
- approval of amendments to the Student Guild Regulations
- approval of the University’s 2010 Annual Report
- noting Financial Management Reports
- noting reports on the University’s performance against the Key Performance Indicators identified in the Strategic Plan 2009–2013
- noting reports on Health and Safety Performance
- noting a report on measures undertaken by the University to manage misconduct
- approval of the Budget for 2012
- adoption of the Voluntary Code of Best Governance Practice.

An external review of Council’s performance was also conducted in 2011. A report of the review was considered by Council at its meeting on 7 December 2011. An action plan addressing the recommendations arising from the review will be implemented in 2012.

Major strategic issues considered by Council in 2011 included:

- approval of the objectives for the ‘Curtin Town’ project
- approval of the Curtin/Bentley Specialised Activity Centre Plan
- approval of a risk framework.

To inform and enhance Council’s role in shaping the strategic direction of the University, a series of strategic conversations and portfolio presentations was also undertaken in 2011 as part of Council’s meeting program.

Strategic conversations included:

- strategic risk
- minerals and energy
- budget parameters
- research.

Portfolio presentations included:

- Faculty of Science and Engineering
- Centre for Aboriginal Studies
- Faculty of Health Sciences.

## MEMBERS OF COUNCIL FOR 2011

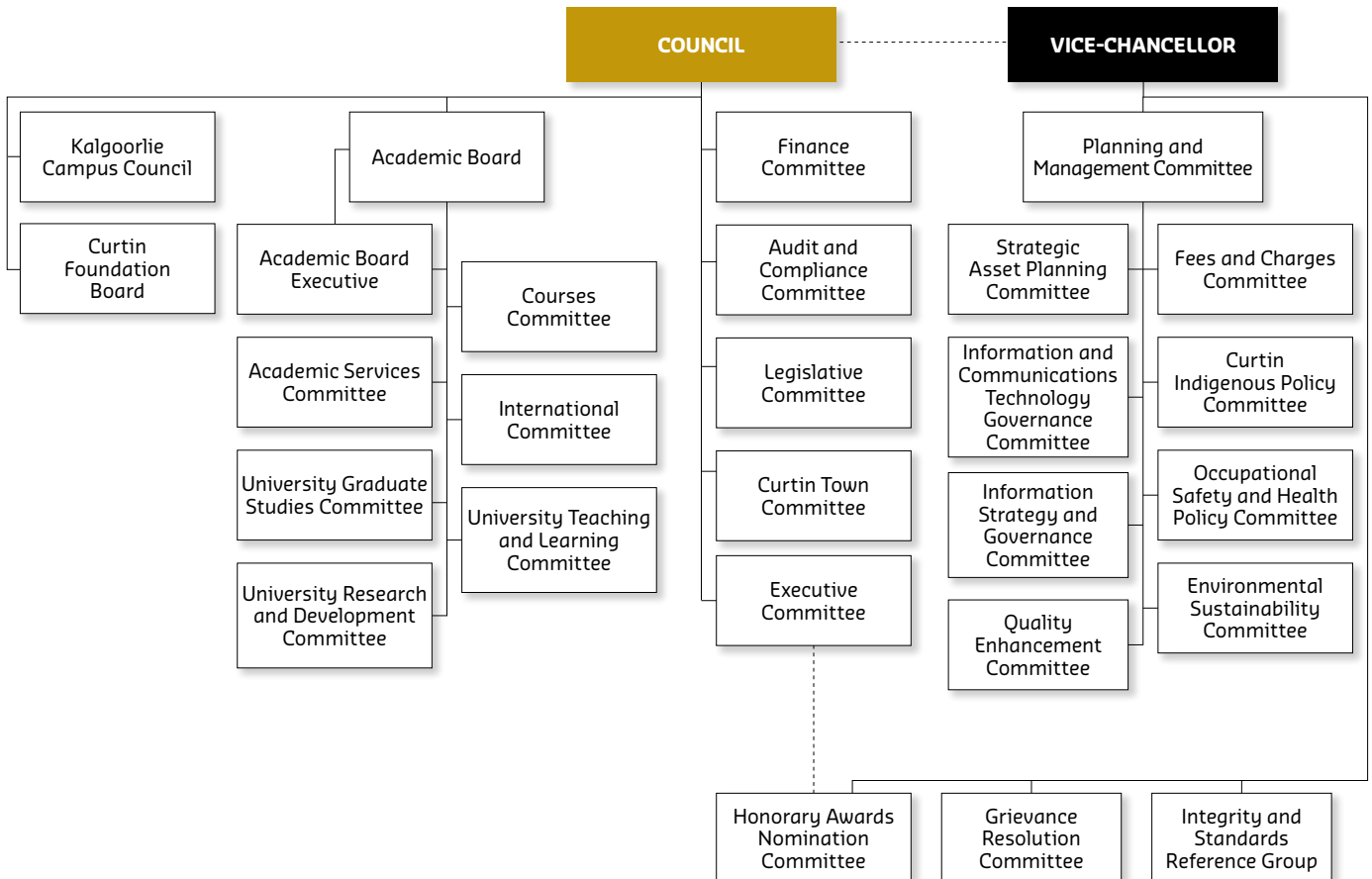
	Commenced	Terminated	Due to expire
<b>Chancellor</b>			
Dr Jim Gill AO BE Hons PhD (Cantab) MPA (Harvard) FIEAust FTSE FAICD	01/01/2010	current	31/12/2012
<b>Members appointed by Governor in Council</b>			
Mr Colin Beckett MA (Cantab) MICE	19/10/2010	current	18/10/2013
Mr Chris Bennett BCom C.A	01/04/2009 25/05/2006	current 31/03/2009	31/03/2012
Mr Kim Bridge BBus	15/11/2011	current	14/11/2014
Mr Michael Lishman BA BJuris LLB (UWA) LLM (Melb)	20/04/2010	current	31/03/2013
Mr Keith Spence BSc Hons (Tas) FAIM	01/04/2009	current	31/03/2012
Dr Michael Stanford CitWA	13/12/2011	current	01/12/2014
MB BS (UNSW) MBA (Macqu) Grad Cert LCC (ACU) FAFPHM FAIM FAICD	02/12/2008	01/12/2011	
Ms Lynne Thomson BA Hons DipEd (UWA) MEd (Harvard)	26/02/2008	25/02/2011	
<b>Member nominated by the Minister for Education and Training</b>			
Mr Luke Saraceni BA (Urb & Reg Std) Grad Dip (Urb & Reg Plan) Grad Dip (Bus & Admin) MRAPL AAIM Mun Plan Cert	20/04/2009	current	18/04/2012
<b>Member who is the Chief Executive Officer</b>			
Professor Jeanette Hackett AM (Vice-Chancellor) BJuris LLB LLM (UWA) PhD (Curtin) FAIM MAICD	14/08/2006	current	ex-officio
<b>Members elected by Full-Time Academic Staff</b>			
Dr Jan Sinclair-Jones BA Hons (Murdoch) B.Social Science (Curtin) PhD (Curtin)	01/04/2011 01/04/2008 01/04/2005	current 31/03/2011 31/03/2008	21/03/2014
Associate Professor Kerry Smith BApp Sc (ILS) (WAIT) MA (Murdoch) PhD (Murdoch) FALIA	01/04/2010	current	01/04/2013
<b>Members elected by Students</b>			
Mr Joseph Quick	01/01/2011	31/12/2011	
Ms Chamonix Terblanche M Ed (Curtin) M Ed Stu (Curtin) Grad Dip Tertiary Ed (UoSouthAfrica) Grad Cert Research Comm (Curtin) B Comm (UoPretoria)	01/01/2011	31/12/2011	
<b>Member elected by Full-time Salaried (General) Staff</b>			
Mr Marco Schultheis BCom (Fin&Mktg) (Curtin) MStratMktg (Curtin) Assoc Dip Engineering (TAFE) GAICD	18/06/2010	current	17/06/2013
<b>Member elected by the Alumni Association</b>			
Vacant			
<b>Co-opted Members</b>			
Ms Zelinda Bafile (Pro Chancellor from 01/04/2010) LLB (UWA) FAICD	01/04/2010 01/04/2007 24/06/2004	current 31/03/2010 31/03/2007	31/03/2013
Mr Steve Scudamore BA Hons (Oxford) MA (Oxon) FINSIA FAICD	01/04/2011	current	31/03/2014
Mr Gene Tilbrook BSc DipComp MBA (UWA) AMP (Harvard) FAICD	01/04/2009	current	31/03/2012
<b>Members who are members of bodies that represent the interests of the University in places other than the University's principal campus</b>			
The Honourable Datuk Patinggi Tan Sri Dr George Chan Hong Nam	01/04/2009 01/04/2006	current 31/03/2009	31/03/2012
<b>Member who is a member of the Academic Board elected by and from the Academic Board</b>			
Professor Clare Pollock BA Hons (Oxon) PhD (Lond)	01/04/2010	current	31/03/2012

Report on Operations (continued)

**GOVERNANCE STRUCTURE (AS AT 31 DECEMBER 2011)**



**Members of Council:** *Back row, from left:* Dr Jan Sinclair-Jones, Ms Chamonix Terblanche, Mr Luke Saraceni, Mr Keith Spence, Mr Gene Tilbrook, Mr Michael Lishman, Mr Colin Beckett, Dr Michael Stanford, Associate Professor Kerry Smith. *Front row, from left:* Mr Joseph Quick, Professor Jeanette Hackett AM (Vice-Chancellor), Dr Jim Gill AO (Chancellor), Ms Zelinda Bafle (Pro Chancellor), Professor Clare Pollock.  
*Absent:* Mr Chris Bennett, Mr Kim Bridge, Mr Steve Scudamore, Mr Marco Schultheis, The Honourable Datuk Patinggi Tan Sri Dr George Chan Hong Nam.



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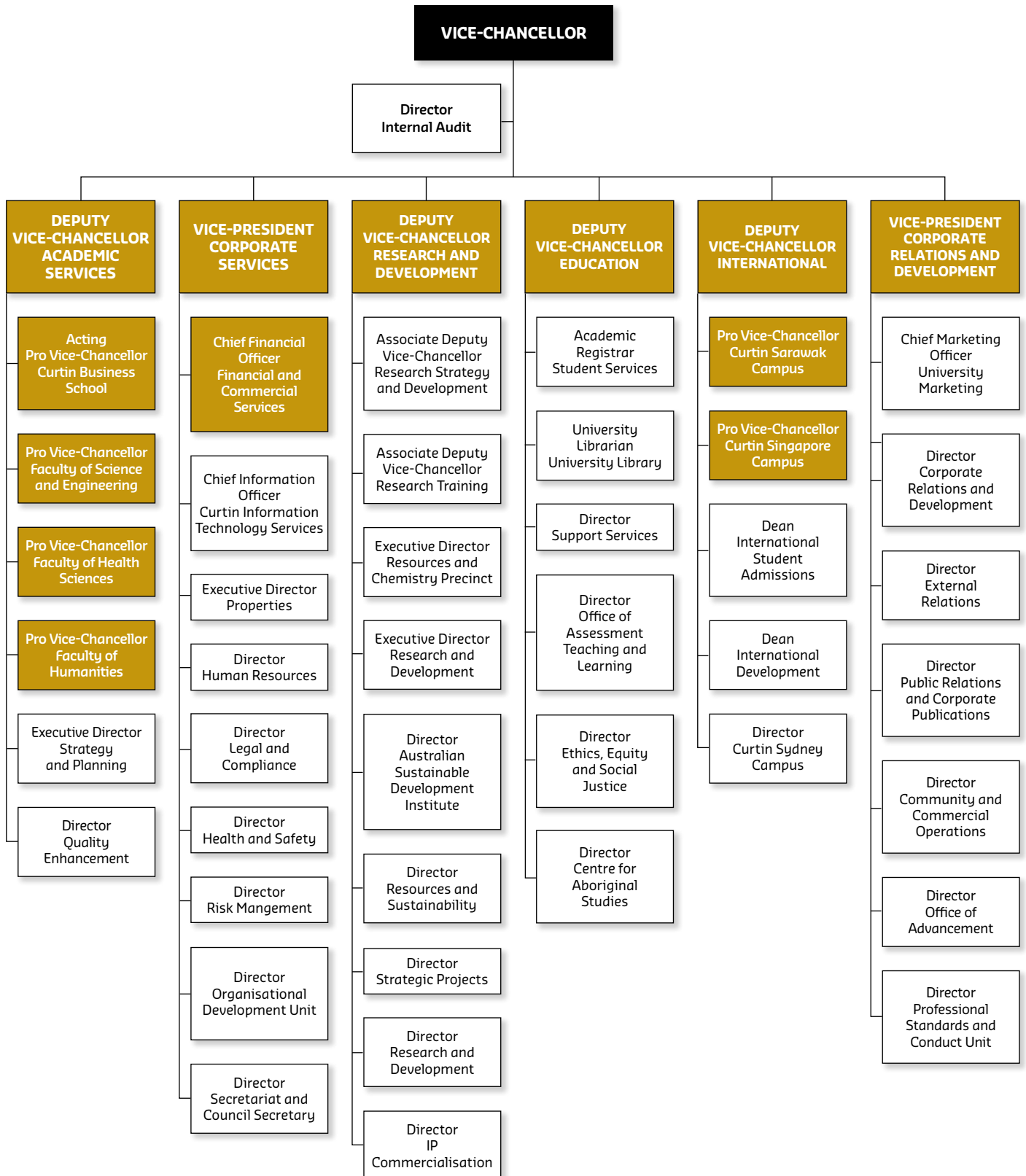
## ADMINISTRATIVE STRUCTURE

### Senior Officers

Chancellor	<a href="#">Dr Jim Gill AO</a>
Vice-Chancellor	<a href="#">Professor Jeanette Hackett AM</a>
Deputy Vice-Chancellor, Academic	<a href="#">Professor Colin Stirling</a> (27 Jul 2011 – 31 Dec 2011)
	<a href="#">Vacant</a> (1 Jan 2011 – 26 Jul 2011)
Deputy Vice-Chancellor, International	<a href="#">Professor David Wood</a>
Deputy Vice-Chancellor, Research and Development	<a href="#">Professor Graeme Wright</a> (18 April 2011 – 31 Dec 2011 acting)
	<a href="#">Professor Linda Kristjanson</a> (1 Jan 2011 – 15 April 2011)
Deputy Vice-Chancellor, Education	<a href="#">Professor Robyn Quin</a>
Vice-President, Corporate Relations and Development	<a href="#">Ms Valerie Raubenheimer</a>
Vice-President, Corporate Services	<a href="#">Mr Ian Callahan</a> (1 Nov 2010 – 31 Dec 2010)
Pro Vice-Chancellor, Curtin Business School	<a href="#">Professor Tony Travaglione</a> (4 Nov 2011 – 31 Dec 2011 acting)
	<a href="#">Professor Duncan Bentley</a> (1 Jan 2010 – 27 Sep 2010)
Pro Vice-Chancellor, Health Sciences	<a href="#">Professor Jill Downie</a>
Pro Vice-Chancellor, Humanities	<a href="#">Professor Majella Franzmann</a>
Pro Vice-Chancellor, Science and Engineering	<a href="#">Professor Andris Stelbovics</a>
Pro Vice-Chancellor, Sarawak	<a href="#">Professor Ian Kerr</a>
Pro Vice-Chancellor, Singapore	<a href="#">Professor John Neilson</a>
Chief Financial Officer	<a href="#">Mr David Menarry</a>

Report on Operations (continued)

ORGANISATIONAL CHART



## STAFFING MATTERS

### Staff Summary

#### FTE of Academic and General staff as at 31 March 2011 (excluding Hourly Paid/Sessional Staff)

	Continuing/ Permanent	Fixed Term/ Temporary	Total
Academic staff	714.96	683.42	1,398.38
General staff	1,299.11	444.49	1,743.60
<b>Total</b>	<b>2,014.07</b>	<b>1,127.91</b>	<b>3,141.98</b>

### Staffing Policies and Initiatives

#### Human Resources Policy Review project

Following the recommendations of the policy audit undertaken in 2010, an extensive review of all policies and procedures within the Human Resources policy portfolio occurred during 2011. Human Resources is working in conjunction with Legal and Compliance Services to develop a new policy and procedure structure and approval process for all University management-related policies to be implemented during 2012.

#### Academic Workload Management System

The Curtin Academic Workload Management System (AWMS) has been developed to provide a unified strategic approach to academic workload management, to ensure workload allocations are fair and transparent across the University. Under the terms of the Academic Staff Enterprise Agreement 2009–2012 (EBA), the AWMS was trialled across the University during 2011. The Academic Workload Management Committee (AWMC) has been established under the EBA to consider and make recommendations on modifications to the AWMS and report to the Vice-Chancellor. Any modifications made to the AWMS will be in accordance with the recommendations of the AWMC.

#### Sessional Teaching Academic Register

In accordance with the Appointment of Sessional Academic Staff Policy and Procedures introduced in 2010, the Sessional Teaching Academic Register (STAR) has been developed, resulting in a more equitable and transparent approach to the recruitment of sessional staff through an online application system. A recent advertising campaign incorporating social media resulted in a substantial increase in visitors to the STAR website, enabling Curtin to promote sessional employment opportunities to the community.

#### Academic promotions

Under the Academic Promotions Policy, two rounds of promotions to levels C, D and E were held in 2011. A total of 87 applications were received and assessed by the University Academic Promotions Committee, with 44 applicants being successful (51 per cent): 28 to level C (Senior Lecturer/Senior Research Fellow); nine to level D (Associate Professor); and seven to level E (Professor). Promotions to level B (Lecturer/Research Fellow) were conducted at the faculty level, with eight applicants reported by faculties as being successful (100 per cent).

#### The Vice-Chancellor's Awards for Excellence and Innovation

The Vice-Chancellor's Awards for Excellence and Innovation recognise the innovative work of high-performing staff who demonstrate outstanding achievement aligned to the University's vision and values. The awards recognise individual as well as team achievement across general and academic staff. From a strong field of nominations, nine finalists were chosen, from which four winners were selected: Curtin Centre for Entrepreneurship Team (Facilitating Partnerships and Engagement); Communication for Built Environment 111 Team (Enhancing the Student Experience); CBS Peer Review of Teaching (Team Providing Inspirational Leadership); and Counselling and Disability Services Team (Program Providing Quality Service).

#### Employer branding

A tailored recruitment brand has been developed and implemented during 2011, with a view to attracting new academic and professional staff by promoting Curtin's employee value proposition. The new recruitment branding incorporates a range of social media avenues, and has increased both the quality of applications and the number of people considering Curtin as a potential employer.

#### Electronic timesheets

Electronic timesheets have been implemented for all casual staff throughout the University. The approach of replacing paper forms has resulted in improved efficiencies for faculties, areas and Human Resources, and provides greater flexibility for staff.

#### Industrial Relations

##### Injury management and disability services

The injury management function was integrated into the new entity Human Resources Consultancy and Injury Management Services on 6 June. A new position of Staff Disability Adviser was created in response to commitments made as part of the University Disability and Inclusion Action Plan. This position was filled on 29 August 2011.

## Report on Operations (continued)

**Implementation of Enterprise Agreements**

Information sessions for academic, general and executive staff were run to familiarise staff with the University's 2009–2012 Enterprise Agreements. Guidelines were developed for probation, industry trade allowance, research contingent academic staff, and position reclassification requests for general staff. Improvements were made to various Human Resources systems and processes, including pre-retirement arrangements. The Human Resources website was updated to provide line managers with easier access to Managers' Tools and other relevant information.

**Salary payments to staff in 2011**

Salary increases effective on 1 April and 1 October 2011 were paid under the terms of the Enterprise Agreements. Superannuation entitlements for research-only appointments were made to general staff who met the criteria in the agreement. Superannuation payments were back-dated to 1 October 2010.

**Dispute settlement**

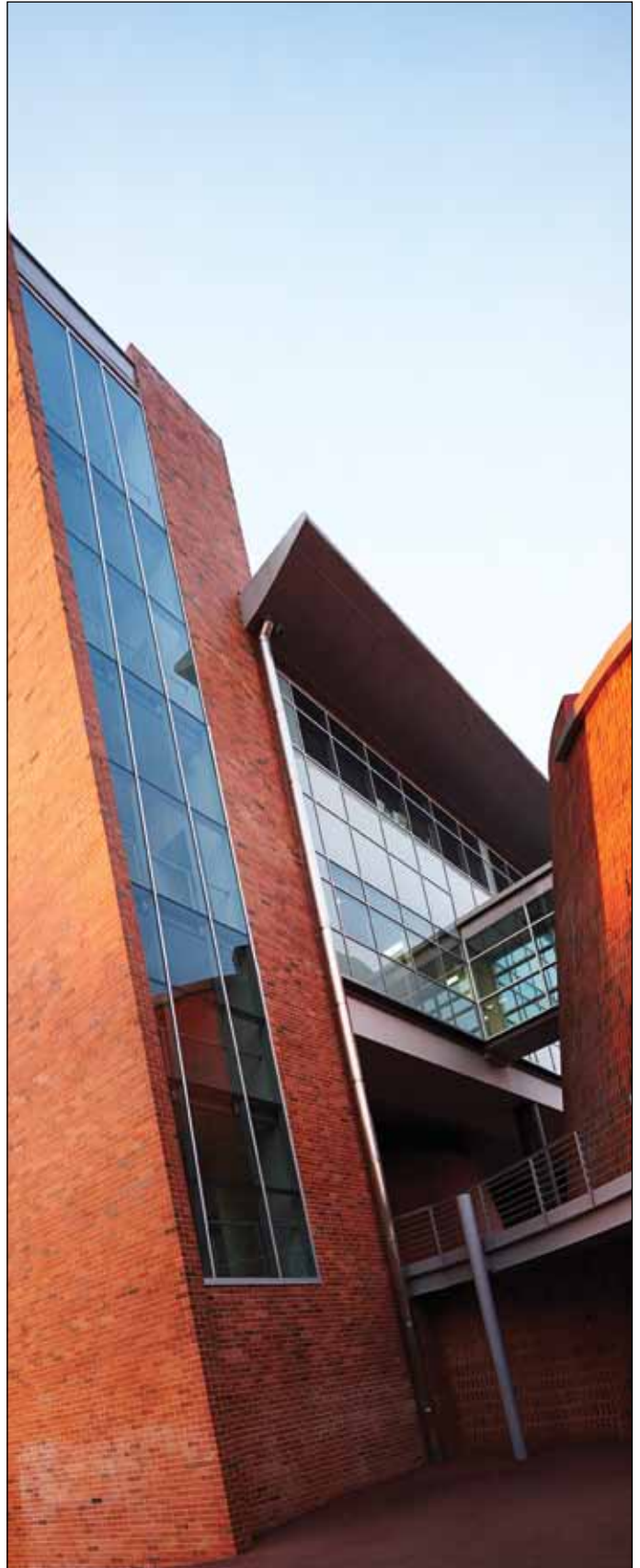
Misconduct Process Review Committees were convened to review two separate staffing decisions which recommended a disciplinary sanction.

**Disputation in Fair Work Australia**

Four matters were made against the University in Fair Work Australia. The National Tertiary Education Union (NTEU) lodged a dispute in relation to the exercise of Head of School discretion and interpretation in the allocation of workload within the AWMS. The matter was resolved by Fair Work Australia in favour of the University. Two unfair dismissal applications were settled at conciliation. The fourth dispute concerning an individual staff member's position and other contractual matters, such as claim for allowances, is still current.

**Misconduct**

The Corruption and Crime Commission (CCC) investigated a matter which amounted to serious misconduct within the Curtin English Language Centre. The resultant investigation led to a number of criminal charges and the conviction of a former Curtin staff member. A further matter of serious misconduct within the Planning and Transport Research Centre was reported to the CCC by the Professional Standards and Conduct Unit. A disciplinary process led to the dismissal of the staff member involved. The CCC investigation led to the staff member being charged with a significant number of criminal offences. The criminal charges are currently within the judicial system. A University-wide education program has now provided training for all staff in Curtin's Code of Conduct.



## Health and Safety, Workers' Compensation and Injury Management

### 2011 Reportable Key Performance Indicators

Indicator	Target	Performance
Number of fatalities	Zero	Zero
Lost time injury/ disease (LTI/D) incidence rate (based on workers' compensation claims only)	Zero or 10% improvement on the previous year	0.45% (2010: 0.21%)*
Lost time injury severity rate	Zero or 10% improvement on the previous year	11.8% (2010: 25%)**
Percentage of injured workers returned to work within 28 weeks		100% (2010: 87.5%***)
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater than or equal to 50%	Progressing towards target

\*Indicators demonstrate an increase in Lost Time Injury Incidence Rate (LTIIR); however, this is as a result of increased reporting across the University in 2011.

\*\*Lost Time Injury Severity Rates have significantly reduced, indicating that even though the LTIIR indicator shows an increased Incidence Rate, the severity of these is significantly less.

\*\*\*There has been a significant increase in return to work rates, with 100 per cent of injured workers returning to work within 28 weeks.

### Health and safety

The University is committed to providing and maintaining high standards of health and safety in the workplace. This is achieved by maintaining a healthy and safe working environment in consultation with staff and safety and health representatives through such mechanisms as the newly established area/faculty Health and Safety Committees and the overarching Occupational Health and Safety Policy Committee, with the aim to continually improve systems for managing health and safety at the workplace.

In 2010 Curtin developed a two-year Health and Safety Strategic Plan (2011–2012) which focused on medium and long-term strategies to deliver sustained health and safety performance improvement in all areas of the University. This plan is being implemented, with key objectives for 2011 successfully achieved.

A review of the Health and Safety Department's role, responsibilities and effectiveness was completed and resulted in increased resourcing of Health and Safety staff to improve coverage and provide dedicated services and support to areas/faculties across the University.

Improvements in health and safety performance reporting have been implemented to provide management with information needed to proactively manage health and safety, and to assist Council to meet its health and safety oversight obligations. A new University-wide incident, injury and risk management software system was launched, allowing improvements in health and safety incident reporting, data collection and analysis. This will increase the understanding of health and safety event causation, and assist in defining effective risk management strategies.

Health and Safety training programs aimed at ensuring common understanding of health and safety laws, principles and responsibilities have been developed and delivered. These include mandatory online Health and Safety Induction training for all existing and new staff, Health and Safety Responsibilities for Managers and Supervisors training and seminars on the Model Work Health and Safety legislation.

### Workers' compensation and injury management

The University is committed to providing quality services to assist staff in returning to work following injuries or illness through its early intervention Injury Management Service, hence meeting its obligations under the *Workers' Compensation and Injury Management Act 1981*.

The service continues to operate as an Approved Workplace Rehabilitation Provider under the WorkCover WA system, and successfully underwent annual self-evaluation required by the statutory authority after completion of its first year as a provider within the national framework.



## Report on Operations (continued)

In addition to the provision of services for work-related and non-work-related injuries and illness, the service enhanced its portfolio through the appointment of a Staff Disability Adviser. This position is congruent with the University's Disability and Access Inclusion Plan.

The service's integration into Human Resources is progressing, following a restructure implemented in July 2011. This integration includes the development of internal operating procedures and strategies to improve efficiency and reduce costs into 2012 and beyond.



## SIGNIFICANT ISSUES AND TRENDS

### Effect of Economic and Other Factors

Curtin continued to operate in a turbulent economic climate. International growth prospects weakened during 2011, and the risks to global stability from the European sovereign debt crisis have intensified, resulting in volatility in exchange rates but with the Australian dollar generally strong against the currencies of other major international education providers such as the United States and the United Kingdom. This represented a considerable cost increase for international students seeking an overseas education. At the same time, competition continued to stiffen in the sector, as education providers from other nations increased efforts to attract international students.

While the Australian economy continued to outperform the developed world, low unemployment and cautious household spending are traditionally downward pressures on higher education enrolment.

During 2011 the University continued to ensure its operations remained highly competitive, and considerable work was undertaken to ensure specific strategies and tactics were developed to address emerging market and regulatory challenges.

Curtin experienced a slight decrease in domestic intake in 2011. Domestic bachelor degree new enrolments fell from 5,273 in 2010 to 5,247 in 2011, with the majority of the decline stemming from the mature-age population. Conversely, school-leaver student enrolments grew by two per cent in 2011. Overall, Curtin achieved a 3.2 per cent growth in total domestic student enrolments.

While the Western Australian economy continued to strengthen in 2011, it had minimal impact on Curtin's postgraduate (coursework) courses enrolments, with less than a one per cent decrease between 2010 and 2011.

There was strong growth in both domestic (7 per cent) and international (15 per cent) Higher Degree by Research (HDR) enrolments, supported by expansion of the Australian Postgraduate Awards program and targeted recruitment of international research students.

International onshore and offshore enrolments experienced some decline in 2011, with onshore international down 3.3 per cent and offshore international down 0.6 per cent. However, these declines appear to be relatively minor in comparison with other Australian universities.

## Changes to the Legal Environment Affecting the University in 2011

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

### Commonwealth legislation

The *Higher Education Support Amendment Act 2011* (Demand Driven Funding System and Other Measures), which will come into effect from January 2012, will deregulate the allocation of undergraduate student places at universities. The main purpose of the Act is to implement a demand-driven system for funding undergraduate places so that recognised public universities will be able to determine the number of students they choose to admit to most undergraduate courses and to receive corresponding government subsidies for those students.

The *Tertiary Education Quality and Standards Agency Act 2011* established the Tertiary Education Quality and Standards Agency (TEQSA) and a new national regulatory and quality assurance regime for Australian higher education. From January 2012, TEQSA will register and evaluate the performance of higher education providers against the new Higher Education Standards Framework, which will incorporate national quality standards and performance indicators.

TEQSA has a dual focus on ensuring that higher education providers meet minimum threshold standards, as well as promoting best practice and improving the quality of the higher education sector as a whole.

The *Competition and Consumer Act 2010* (which replaced the former *Trade Practices Act 1974*) came into force in 2011. The Act imposes obligations on the University relating to anti-competitive trade practices, deceptive and misleading conduct, unfair contract terms, consumer protection and unconscionable conduct. The Act has particular relevance in relation to such matters as false or misleading claims about Curtin courses, employment prospects, or services and facilities. The University has made considerable efforts throughout the year to inform relevant areas regarding the requirements of the Act and its potential application to various University activities.

The *Autonomous Sanctions Act 2011* provides a framework for the implementation of autonomous sanctions, which might include targeted measures such as financial sanctions or travel bans, and would be applied to specific governments, individuals or entities deemed to be associated with situations of international concern. The University is subject to the legislation to the extent that it is required to comply with any relevant sanctions that may

be imposed, such as denying access to educational courses, research facilities, specialist equipment, or other goods and services.

The *Higher Education Legislation Amendment (Student Services and Amenities) Act 2011* allows higher education providers to charge a compulsory student services and amenities fee, which is capped at a maximum of \$263 per student (indexed) per annum. Eligible students will have the option to access a loan to cover the fee under a new component of the Higher Education Loan Program (HELP) known as Services and Amenities-HELP. The University is not obliged to charge a fee, but if it chooses to do so, it will only be able to spend the fee collected on the provision of a range of student services as outlined in the legislation. The University can choose to deliver the services and amenities itself or contract a third party to deliver them on its behalf.

### Western Australian legislation

The *Health Practitioner Regulation National Law (WA) Act 2010* formalised Western Australia's involvement in a single national registration and accreditation system (National Law) for health professionals. The National Law includes many of the health professions in which educational courses are offered at the University, such as nursing and midwifery, dental therapy, pharmacy, physiotherapy and psychology.

The National Law contains important requirements relating to mandatory reporting, criminal history and identity checks, complaints and conduct, privacy and information sharing, and registration of students in the relevant professions.

The University's Land and Traffic Amendment By-Laws 2011 prohibit people from smoking anywhere on University land across all Curtin's Western Australian campuses, with the new provision in effect from 1 January 2012.

## Report on Operations (continued)

**OTHER DISCLOSURES AND LEGAL REQUIREMENTS****Act of Grace Payments**

Under the University's policy on Act of Grace Payments, Curtin undertakes to report through the Annual Report all Act of Grace payments made in each financial year. In 2011 a total of \$11,650 was paid, representing one payment.

**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 2011 the following costs were recorded against these items:

	Sum of GST Exclusive Amount \$
<b>Advertising agencies</b>	<b>1,913,733</b>
Campaign	1,070,190
Non-campaign	843,543
<b>Market research organisations</b>	<b>73,500</b>
<b>Media advertising organisations</b>	<b>3,070,760</b>
<b>Grand total</b>	<b>5,057,993</b>

**Capital Works****Building 108 – School of Occupational Therapy and Social Work refurbishment**

This project converted Building 108 (previously squash courts) into teaching and laboratory space for the School of Occupational Therapy and Social Work to provide specialised facilities as well as additional centrally allocated teaching space for general academic use, including a 99-seat lecture theatre. The building was occupied at the commencement of 2011 within the approved budget of \$11 million.

**Building 216 – Engineering Pavilion Stage II (new construction)**

This project is the second stage of the \$30.4 million Engineering Pavilion development. Construction is progressing on schedule for occupancy in August 2012 and within the budget of \$19.2 million. The project will provide:

- a point of address for the Faculty of Science and Engineering
- teaching and learning space, including nine structured learning spaces
- workstations for 150 HDR students
- accommodation for the faculty executive.

**Building 305 – Faculty of Health Sciences refurbishment**

This project is underway and involves the conversion of Building 305 into an integrated, multi-functional suite of research and teaching facilities, primarily for Health Sciences activities. The project will be completed within the budget of \$27.5 million, and occupation is planned for June 2012.

**Postgraduate research hub**

The refurbishment of Building 603 in Technology Park was completed in 2011. This innovative and attractive solution provided appropriate workspace and a student-focused learning environment to enhance the quality of the postgraduate research student experience. It is envisaged as an interdisciplinary environment, providing a model for future research collaboration.

The space in the building allowed for 150 workstations accommodating desk-based HDR students who were located in various spaces on the Bentley Campus. The facility also includes a student common room, with accommodation for an IT/technical services staff member and a building manager appointed to support students. Relevant academic staff will be able to work in the facility on an arranged basis.

**Learning and teaching facilities**

During 2011:

- planning commenced for a new learning and teaching facility
- a pilot project was undertaken to provide collaborative learning facilities in Building 203
- a provision for planning Learning and Teaching initiatives was included in the 2012 budget.

Planning for the new facility included extensive consultation with Deans of Teaching and Learning, the e-Learning Centre and the Office of Teaching and Learning. This led to an innovative outcome for collaborative learning spaces that will inform future projects at the University.

### Directors' and Officers' Liability Insurance

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

During the year 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

Curtin is proud of its commitment to improving the opportunities for people with disabilities to participate fully in the life of the University. Work on the DAIP continued with a focus on the seven outcomes as defined by the Disability Services Commission.

Key outcomes include:

#### Outcome 1:

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

The addition of an 'accessibility' tab is now on the Curtin website homepage, providing information about how to access information on the site by using assistive technologies.

Curtin is now a partner in the 'Companion Card' scheme, assisting people with disabilities to be easily accompanied to university events.

#### Outcome 2:

**People with disabilities have the same opportunities as other people to access Curtin's buildings and facilities.**

The extensive building projects operating on the Bentley Campus brought forward a number of access projects to ensure disruption to mobility around the campus has been reduced. A system is now in place for online notification to all students and staff regarding any interruptions to physical access (for example, a lift out of order or building works disrupting access).

Stage 2 of the physical access audit commenced in the largest and busiest campus buildings housing the TL Robertson Library, Main Cafeteria, School of Nursing and Midwifery, Curtin Business School and the Faculty of Humanities.

The inaugural Universal Design competition open to students and staff elicited outstanding projects addressing access and participation for people with disabilities. Further development of the best ideas will take place in 2012.

#### Outcome 3:

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

Curtin commissioned Vision Australia to complete an Accessible Conformance Audit against W3C's WCAG 2.0 to Level AA across eight Curtin customer-facing websites. It showed a moderate level of accessibility; an action plan to address gaps and be WCAG 2.0-ready by 2013 has been developed.

Curtin's online Web Accessibility Standards are now available to Curtin staff and students.

The Internal Communications Strategy (Accessible Information implementation plan) began in the development phase and will build on the Disability Services Commission Accessible Information training package.

#### Outcome 4:

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

Development of an online disability awareness module is in progress.

Feedback from Curtin students regarding services for people with a disability was distributed to appropriate areas, with key improvements reported to the DAIP Implementation Committee. Specific questions regarding Curtin's approach to assisting students with disabilities will be included in the 2011 Curtin Annual Student Satisfaction Survey.

#### Outcome 5:

**People with disabilities have the same opportunities as other people to make complaints to Curtin.**

Curtin established the Professional Standards and Conduct Unit as a central collection point for complaints and notifications of concern, allowing the Vice-Chancellor to monitor trends. The system is inclusive of people with disabilities, and links to the portal will be included on the new Disability@Curtin website.

## Report on Operations (continued)

**Outcome 6:**

**People with disabilities have the same opportunities as other people to participate in any public consultation by Curtin.**

The statutory five-year review of Curtin's DAIP was completed. E\_QUAL Western Australia was commissioned to complete an external review of Curtin's progress and to recommend actions for the University's next DAIP 2012-2017.

**Outcome 7:**

**People with disabilities have the same opportunities as other people to participate in employment at Curtin (additional Curtin Outcome).**

The establishment of a service to provide support for staff with disabilities commenced in second semester 2011. Issues raised by staff with disabilities in the 2010 'Your Voice' staff satisfaction survey will be addressed by the new position.

A Memorandum of Understanding was signed with WorkFocus to provide recruitment, employment transition and ongoing workplace support for staff with disabilities.

**Pricing Policies on Outputs Provided**

Fees are charged in accordance with Commonwealth 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 for his or her student load and the annual course contributions that apply for that year. In common with most universities, Curtin charges the maximum student contribution amount permitted by legislation.

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

Approved fees are published online at [fees.curtin.edu.au](http://fees.curtin.edu.au)

**Recordkeeping - Compliance with *The State Records Act 2000 (WA)***

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

works under an approved Recordkeeping Plan (RKP) and the University Information Management team develops policies, processes, systems and tools to assist staff to meet the requirements of the plan. In 2008 a revised RKP was submitted and subsequently approved for five years. The revised plan contains timelines and responsibilities for improving recordkeeping practices at Curtin.

**Significant improvements and developments:**

- University Information Management moved to Legal and Compliance Services in 2011, increasing focus on good recordkeeping
- the completed handover of the Vocational Teaching Education Centre in Kalgoorlie and Esperance to the Department of Training and Workforce Development: this included the processing and transfer of 1,550 boxes of Curtin's hard-copy corporate records
- a University Contracts and Agreement Register was developed and implemented to allow timely access to contract information and executed copies
- a project to document state and University archive records held at Curtin's Northam Campus is continuing and due for completion in 2012
- the 455 requests received for destruction of University records were checked, approved and securely destroyed
- the 3,806 boxes of inactive information recorded were processed and transferred from business areas to central storage
- University Information Management staff attended the University's induction sessions to provide recordkeeping information and training to new staff.

**Ongoing training:**

- training is available for all staff on Creating and Keeping Records, Sentencing Records, Transfer and Destruction and Managing Email. These modules are run on a monthly basis, with a total of 352 staff attending in 2011
- there were 104 staff trained in the use of the new Contracts and Agreements Register
- a total of 1,907 Curtin staff members completed the online information management training in 2011. All staff are required to complete this training within two months of starting at Curtin, and are required to repeat the training after two years.

**Disposal authority collaboration:**

A draft Western Australian Universities Disposal Authority has been submitted to the State Records Office of Western Australia for approval. The Disposal Authority is expected to be approved in February 2012 and be implemented by Curtin University, The University of Western Australia, Edith Cowan University and Murdoch University.

**Risk Management Report**

A significant change management program during 2011 saw the establishment of a dedicated Risk Management function, separate from Health and Safety. The change delivered significant benefits by providing a clear focus on embedding enterprise risk management across Curtin at strategic, operational and project levels.



The Risk Management function is responsible for:

- risk management frameworks, including promotion of a proactive risk-aware culture
- insurance programs, policies and claims management
- travel risk management, including claims management
- critical incident management frameworks, including testing and awareness
- business continuity management.

In February 2011 Council considered both strategic and University risks. This was followed by a Strategic Risk Review during October 2011 and considered by Council in December 2011. The review:

- focused on strategic risks
- put in place risk descriptions that are clear and well understood
- removed duplication and overlap in existing risks and identified any new risks
- identified Executive Risk Owners with single accountability for individual risks
- made improvements to registers by including causes, impacts, mitigants, controls, control effectiveness and improvement actions
- updated the risk reference table to include controls assessment; updated consequence thresholds; escalation processes; and the addition of new consequence categories to make the table useful for both strategic and operational risks
- linked into other governance activities including strategy, internal audit, compliance, complaints, incident reporting, annual certification and organisational culture initiatives
- distilled strategic themes for Council and Executive Management consideration and action.

Future enhancements will link the risk identification and review to strategy and planning processes. An operational risk review at the faculty and portfolio level across Curtin has commenced and will progress through to March 2012. Business continuity management reviews have commenced alongside the operational risk review. The risk management process adopted is consistent with ISO 31000:2009 and is being integrated at all levels across the University.

## Report on Operations (continued)

**Senior Officer Disclosures**

The senior officers of the University have declared:

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

Professor David Wood, Deputy Vice-Chancellor, International, has, however, declared that his partner is an employee of Curtin College which is operated by Navitas Limited – which also operates Curtin Singapore and Curtin Sydney.

**Strategic Procurement**

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

**Subsidiary Bodies**

From time to time the University invests in companies that are set up for the purposes of commercialising intellectual property. For a short period after the companies are first set up, 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.

As at 31 December 2011 the University had no subsidiary bodies.

**University Publications and Marketing Activities**

The major publications and marketing activities of the University in 2011 were:

- the Annual Report to Parliament (print and electronic)
- undergraduate prospectus (domestic and international)
- postgraduate prospectus (international)
- parents' guide
- year 10 guide
- scholarships guide
- courses handbook
- *Cite* magazine (twice per year)
- *R&D Now* (twice per year), and other research-focused publications
- *Student Conduct: Your rights and responsibilities* (print and electronic, and Malaysian, Indonesian and Chinese electronic translations).

Major promotional, public relations or marketing activities undertaken included:

- extending the brand positioning campaign, 'make tomorrow better', through the launch of a new television commercial
- Curtin Open Day
- marketing campaigns focused on undergraduate and postgraduate recruitment

- evolution of StudentBox, an online community that helps year 10 to year 12 Western Australian students transition through high school into tertiary education: tripled membership to more than 15,000 students in 2011 and opened the site up to year 10s
- school visits and campus tours for year 10 to year 12 students: 272 school and campus visits (including Curtin LinkUp activities), up from 215 events in 2011
- engaged with thousands of students in metropolitan and regional schools and at career expos, parent information nights, Curtin events and roadshows
- Student Ambassador program quality improvements: represented the Student Experience at more than 170 school/campus visits and Curtin LinkUp activities and events
- Curtin LinkUp aspiration-building activities, targeting low socio-economic status students: delivered the program to more than 1,500 year 8 to year 12 students from 14 partner schools; hosted 42 campus visits and delivered 130 workshops in schools by Curtin LinkUp teachers
- Curtin Coaches Program: more than 100 high school students from year eight to year 12 from eight partner schools were given tutoring support free of charge from the University in English, Mathematics, Science, Social Studies, Computing and Health – a group of 25 year 12 students were intensively supported for eight weeks to pass Stage 3 English
- teacher professional development days: Teachers' Big Day Out attracted more than 80 teachers and principals who came to learn more about Curtin and receive personal development in areas of interest. Curtin Wire quarterly e-newsletter also kept more than 430 teachers and principals up-to-date with the latest from Curtin
- Future Students Services handled a total of 30,982 future student enquiries between 1 January and 31 December; an increase of 40 per cent on 2010 results.





## Report on Operations (continued)

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

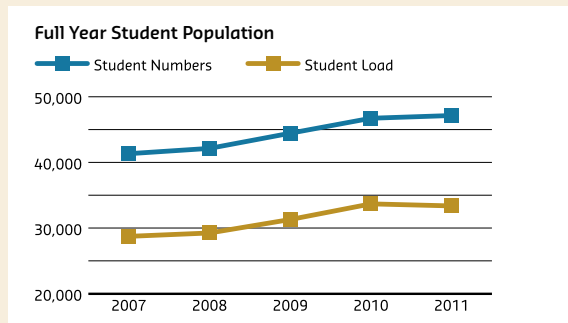
At its meeting on 7 December 2011, Council adopted the Voluntary Code of Best Practice for the Governance of Australian Universities (the code) as a best practice governance benchmark. The University complies with all 14 protocols contained in the code, except the following with which the University mostly or partly complies:

Protocol	Voluntary Code of Best Practice for the Governance of Australian Universities	Compliance
5	Each governing body must make available a program of induction and professional development for members to build the expertise of the governing body and to ensure that all members are aware of the nature of their duties and responsibilities.	The University mostly complies with this protocol.  The current Council Induction Manual needs to be updated and a professional development program for members developed.
12	The governing body should oversee controlled entities by: a) ensuring that the entity's board possesses the skills, knowledge and experience necessary to provide proper stewardship and control of the entity b) appointing some directors to the board of the entity who are not members of the governing body or officers or students of the university c) ensuring that the board adopts and regularly evaluates a written statement of its own governance principles d) ensuring that the board documents a clear corporate and business strategy which reports on and updates annually the entity's long-term objectives and includes an annual business plan containing achievable and measurable performance targets and milestones e) establishing and documenting clear expectations of reporting to the governing body, such as a draft business plan for consideration and approval before the commencement of each financial year and at least quarterly reports against the business plan.	The University partly complies with this protocol.  Responsibilities under the Controlled and Part-Owned Entities – Establishment, Management and Reporting Policy and Procedures to be reviewed, as information reporting requirements not adequately followed, making it difficult for Council to properly oversee controlled entities.
13	The university should assess the risk arising from its involvement in the ownership of any entity (including an associated company as defined in the Accounting Standards issued by the Australian Accounting Standards Board), partnership and joint venture. The governing body of the university should, where appropriate in light of the risk assessment, use its best endeavours to obtain an auditor's report (including audit certification and management letter) of the entity by a State, Territory or Commonwealth Auditor-General or by an external auditor.	The University partly complies with this protocol.  It is not clear from current policy and practice whether the entities referred to in this protocol and the University's definitions of special entities are sufficiently aligned. Accordingly, the definitions contained in the Controlled and Part-Owned Entities – Establishment, Management and Reporting Policy and Procedures need to be reviewed.  Responsibilities under the Controlled and Part-Owned Entities – Establishment, Management and Reporting Policy and Procedures also to be reviewed, as information reporting requirements are not adequately followed, making it difficult for the University to assess the risk arising from its involvement in the ownership of the entities referred to in the protocol.

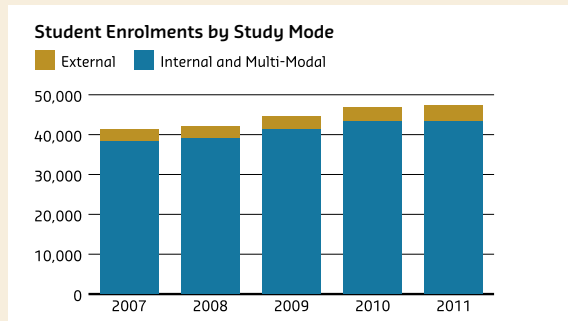
# CURTIN IN FIGURES

	2007	2008	2009	2010	2011
<b>Full-Year Student Population</b>					
<b>Student Numbers</b>					
Higher Education	41,348	42,158	44,467	46,749	47,164
Open Learning Australia	4,800	5,062	8,780	12,806	16,326
<b>Student Load</b>					
Higher Education	28,754	29,267	31,319	33,701	33,390

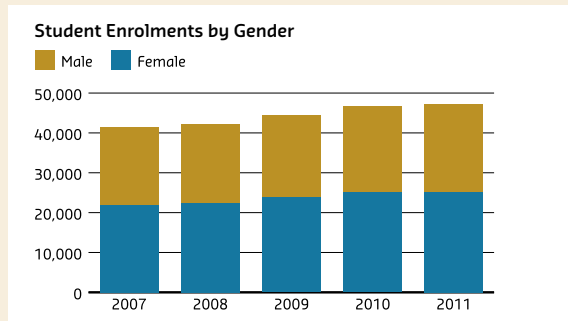
Data sourced on: 15th Feb, 2012



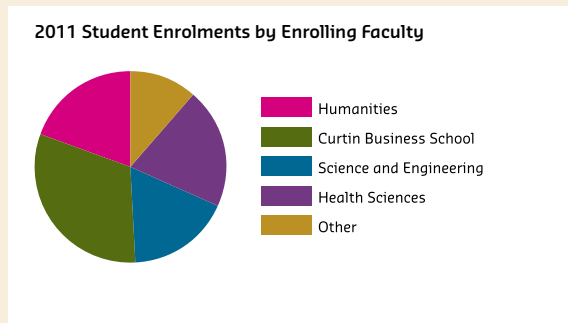
<b>Student Enrolments by Study Mode</b>					
Internal and Multi-Modal	38,255	39,040	41,347	43,308	43,384
External	3,154	3,179	3,170	3,545	3,903



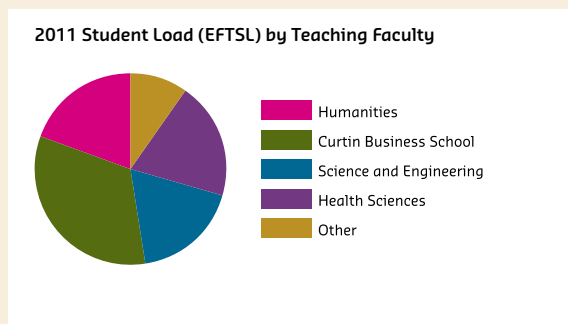
<b>Student Enrolments by Gender</b>					
Female	21,969	22,471	23,805	25,027	25,150
Male	19,379	19,687	20,662	21,722	22,014



<b>Student Enrolments by Enrolling Faculty</b>					
Centre for Aboriginal Studies	316	319	300	284	303
Curtin Business School	15,754	15,581	15,956	16,051	15,156
Curtin Sarawak	1,764	1,937	2,102	2,444	3,297
Curtin University	2,170	2,071	2,082	2,103	1,928
Health Sciences	8,209	8,550	8,954	9,573	9,827
Humanities	7,096	7,432	8,391	9,246	9,279
Science and Engineering	6,874	7,130	7,590	8,086	8,296



<b>Student Load (EFTSL) by Teaching Faculty</b>					
Centre for Aboriginal Studies	311	347	339	298	337
Humanities	4,836	4,963	5,804	6,403	6,473
Curtin Business School	11,357	11,220	11,614	12,291	11,028
Science and Engineering	4,989	5,117	5,508	5,884	6,003
Health Sciences	5,564	5,770	6,033	6,474	6,591
Vice-Chancellory	293	312	304	388	336
Curtin Sarawak	1,398	1,538	1,714	1,961	2,623
Curtin Sydney	7	1	4	1	1
Curtin Singapore	0	0	0	1	0



Curtin in Figures (continued)

	2007	2008	2009	2010	2011
<b>Student Enrolments by Course Level</b>					
Doctorates (PhD)	1,410	1,430	1,554	1,640	1,788
Master by Research	312	315	338	322	351
Master by Coursework	4,764	5,122	5,421	5,874	5,693
Postgraduate/Graduate Diploma	1,675	1,677	1,676	1,702	1,499
Graduate Certificate	1,258	1,339	1,218	1,201	1,225
Bachelor Honours	553	366	294	325	282
Bachelor Pass	29,238	29,703	31,981	33,664	33,567
Other Undergraduate	528	473	491	464	256
Not for Degree*	2,889	3,108	2,820	3,104	3,884

\*Most "Not for Degree" students are extension and summer school students who are also enrolled in degree courses. These students are counted in both categories.

	2007	2008	2009	2010	2011
<b>Student Enrolments by Citizenship</b>					
Domestic	24,165	24,638	25,524	26,844	27,668
International Onshore	8,805	9,720	10,306	10,717	10,349
International Offshore	8,378	7,800	8,637	9,188	9,147

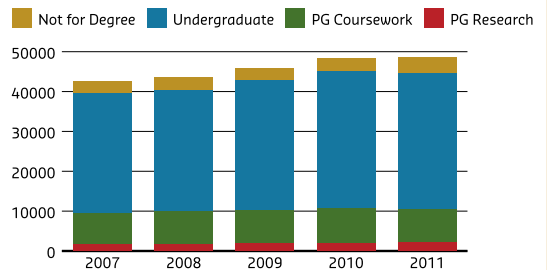
	2007	2008	2009	2010	2011
<b>Aboriginal and Torres Strait Islanders (ATSI) Student Enrolments</b>					
Higher Education	463	493	455	441	451
Open Learning Australia	4	3	8	12	14

	2007	2008	2009	2010	2011
<b>FP International Student Enrolments by Home Country</b>					
Malaysia	4,164	4,252	4,741	5,093	5,393
China	2,088	2,533	2,952	3,380	3,420
Singapore	2,129	2,085	2,164	2,362	2,148
Hong Kong	2,261	1,919	1,771	1,550	1,243
Indonesia	1,151	1,038	1,125	1,185	1,157
Mauritius	817	982	1,092	1,081	1,180
Other	4,253	4,463	4,923	5,142	4,946

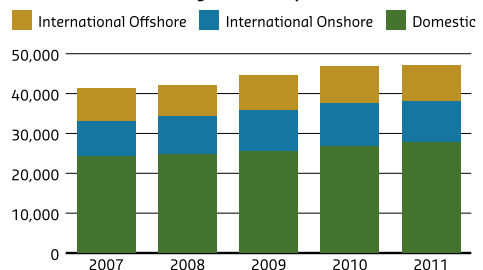
	2007	2008	2009	2010	2011
<b>Award Completions by Course Level</b>					
Doctorates (PhD)	187	146	153	171	190
Master by Research	51	33	38	31	34
Master by Coursework	1,572	1,623	1,742	1,961	1,958
Postgraduate/Graduate Diploma	693	739	730	725	661
Graduate Certificate	653	751	667	616	690
Bachelor Honours	310	272	183	211	205
Bachelor Pass	6,237	6,799	6,972	7,265	7,810
Associate Degree/Diploma	325	167	144	175	98
<b>Totals</b>	<b>10,028</b>	<b>10,530</b>	<b>10,629</b>	<b>11,155</b>	<b>11,646</b>

Note: Double Degrees are counted as one course.

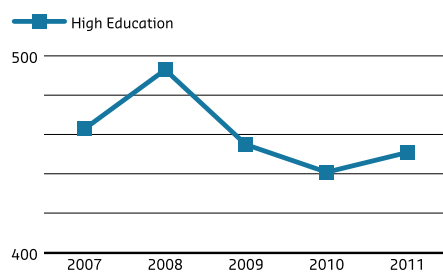
Student Enrolments by Course Level



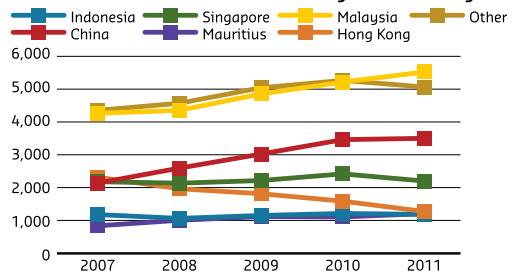
Student Enrolments by Citizenship



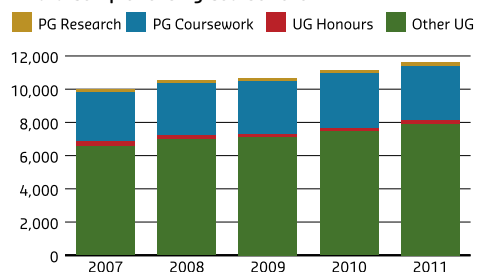
ATSI Student Enrolments



FP International Student Enrolments by Home Country

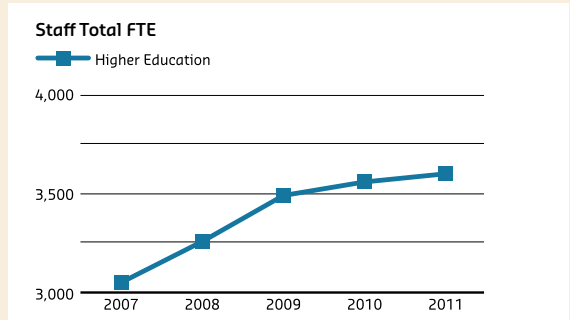


Award Completions by Course Level

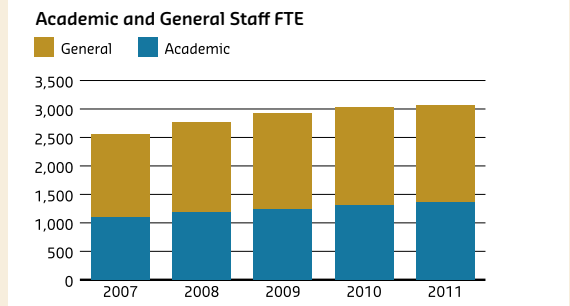


	2007	2008	2009	2010	2011
<b>Staff Total FTE</b>					
Higher Education	3,050	3,256	3,487	3,555	3596*

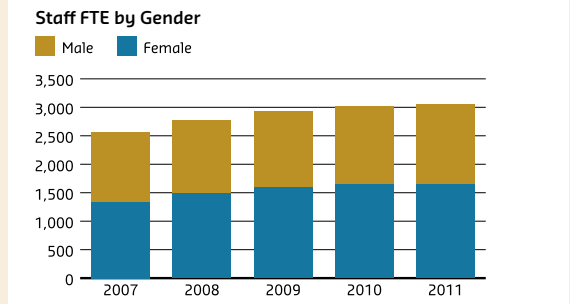
\*Includes an estimated casual/sessional staff FTE of 535.



	2007	2008	2009	2010	2011
<b>Academic and General Staff FTE (Full-Time and Fractional Full-Time only)</b>					
Academic	1,093	1,184	1,246	1,313	1,367
General	1,470	1,590	1,685	1,707	1,694

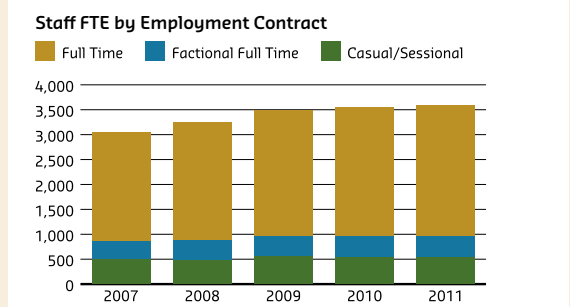


	2007	2008	2009	2010	2011
<b>Staff FTE by Gender (Full-Time and Fractional Full-Time only)</b>					
Female	1,339	1,485	1,592	1,644	1,639
Male	1,224	1,290	1,339	1,376	1,422

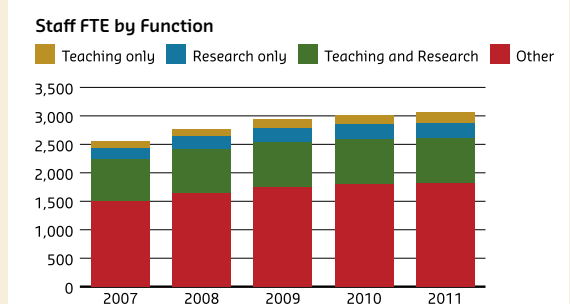


	2007	2008	2009	2010	2011
<b>Staff FTE by Employment Contract</b>					
Full-Time	2,198	2,377	2,521	2,596	2,622
Factional Full-Time	365	398	410	424	439
Casual/Sessional	488	481	556	535	535*

\*Estimated casual/sessional staff



	2007	2008	2009	2010	2011
<b>Staff FTE by Function (Full-Time and Factional Full-Time only)</b>					
Teaching only	133	140	145	169	188
Research only	191	217	248	256	264
Teaching and Research	739	783	791	800	800
Other Functions	1,499	1,635	1,747	1,795	1,810



## INDEPENDENT AUDITOR'S REPORT



### Auditor General

#### INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

CURTIN UNIVERSITY OF TECHNOLOGY

#### Report on the Financial Statements

I have audited the accounts and financial statements of the Curtin University of Technology.

The financial statements comprise the Statement of Financial Position as at 31 December 2011, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

#### *University Council's Responsibility 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 and the Treasurer's Instructions, and for such internal control as the University Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the University's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the University Council, as well as evaluating the overall presentation of the financial statements.

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

#### **Opinion**

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Curtin University of Technology at 31 December 2011 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

## Curtin University of Technology

### Report on Controls

I have audited the controls exercised by the Curtin University of Technology. The University Council is responsible for ensuring that adequate control is maintained over the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by the University Council based on my audit conducted in accordance with Australian Auditing Standards.

### Opinion

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

### Report on the Key Performance Indicators

I have audited the key performance indicators of the Curtin University of Technology. 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.

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing Standards.

### Opinion

In my opinion, the key performance indicators of the Curtin University of Technology are relevant and appropriate to assist users to assess the University's performance and fairly represent indicated performance for the year ended 31 December 2011.

### Independence

In conducting this audit, I have complied with the independence requirements of the Auditor General Act 2006 and the Australian Auditing Standards, and other relevant ethical requirements.



GLEN CLARKE  
ACTING AUDITOR GENERAL  
15 March 2012